

The background of the cover is a photograph of a disaster site. In the foreground, a yellow teddy bear with a red collar sits amidst a sea of debris, including twisted metal, plastic, and wood. In the background, a large blue and red ship is partially visible. The title 'STATE' is printed in large red letters across the top, with 'U.S. DEPARTMENT OF STATE' in smaller letters above it. A diagonal banner in the top right corner reads 'Special Report Department Responds to Catastrophe in Japan'. The date 'SEPTEMBER 2011' is in the bottom left, and 'MAGAZINE' is in the bottom right. The main title 'Triple Disaster' is at the bottom right in large white letters.

# STATE

U.S. DEPARTMENT OF STATE

Special Report  
Department Responds to  
Catastrophe in Japan

SEPTEMBER 2011

MAGAZINE

## *Triple Disaster*



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# On the Cover

In the rubble of the March earthquake and subsequent tsunami that struck Japan earlier this year lies a reminder of more tranquil times.

*Photograph by Corbis*





## Family Liaison Office Support for State Department Employees

For the Department to accomplish its foreign policy objectives, we must provide our employees and their family members with the best possible support.

The Family Liaison Office works to improve the quality of life for everyone in the Foreign and Civil Service while they serve overseas, regardless of their family or marital status. FLO supports all employees and their family members in making a smooth transition to and from an overseas assignment. Through its worldwide Community Office Liaison program, FLO also helps employees and families adjust to life at post.

On any given day, FLO answers questions or provides referrals on topics such

as support for unaccompanied tours, evacuations and allowances, education and youth services, family member employment and expeditious naturalization of foreign-born spouses. FLO puts people on the right path by directing them to additional resources.

All Foreign Service employees as well as their families deal with transitions. During this season, FLO is especially busy offering support and resources to FS employees, families and children who are returning “home” after being abroad or preparing to move overseas for their next posting.

FLO often collaborates with the Foreign Service Institute on workshops and seminars that address the challenges of the FS lifestyle. For example, FLO staff regularly briefs employees embarking on unaccompanied tours and presents at the Security Overseas Seminar taken by employees and family members. Recognizing that singles represent 30 percent of the FS, FLO has worked hard to develop seminars geared to singles. FLO participates in FSI’s “Singles in the Foreign Service” course, offered every six months.

FLO’s efforts to improve employees’ quality of life also include providing direction during evacuations, as well as guidance and referrals for education and youth issues, eldercare and personal crises. FLO emphasizes the importance of activities and support for all post demographics, including singles, and works with CLOs on ways to address their post’s specific needs.

We understand that today’s family members are a well-educated group of professionals who often sacrifice their own careers to accompany their spouses or partners overseas. The Department has a number of programs in place to promote and support family member employment globally, including the Global Employment Initiative, the Professional Development Fellowships and the Expanded Professional Associates Program.

Many Foreign Service family members have been able to enrich their own careers while contributing to the Department’s mission by participating in these employment initiatives. For example, EPAP enables Appointment Eligible Family Members to apply for critical positions overseas where their sponsoring employee is or will be assigned. Since fiscal year 2009, family members have filled more than 330 EPAP positions worldwide. FLO advises family members about these and other employment options.

We have also extended employment opportunities to qualified EFMs who wish to serve in available positions in Afghanistan, Iraq and Pakistan, where their direct-hire employee sponsors are assigned. Within the past year, EFM interest in serving in these unaccompanied posts has grown substantially, and the number of positions has grown in response. For example, Pakistan has grown the program from 16 to 38 positions; Afghanistan has expanded from 32 to 42 positions; and Iraq’s program has swelled from 18 to 29 positions.

FLO also coordinates functional training opportunities for family members looking to improve their employability at post. The most popular class is Basic Consular, which allows family members to be hired as Consular Associates or Professional Adjudication specialists. As the demand for consular staffing continues to rise, so will the call for well-trained family members. Foreign Service family members can also take advantage of online training courses. Through FLO’s no-cost agreement with Manpower, Inc., family members can enroll in hundreds of online courses, which can be accessed from anywhere in the world.

For more information on FLO advocacy, programs and services, visit the FLO Web site at [www.state.gov/m/dghr/flo](http://www.state.gov/m/dghr/flo) or feel free to call (202) 647-1076 or e-mail your questions to [FLO@state.gov](mailto:FLO@state.gov).

If you have ideas as to how we can better support our employees, we want to hear them. Let me hear from you by e-mail on DG Direct if you have a suggestion.

Nancy J. Powell  
Director General





Caron De Mars, left, an officer in Embassy Amman's ESTH Hub, presents a calendar to Jordanian engineer Reem Hamdan at the post's 4th of July celebration.

## Calendar Highlights Arab Women in Science

To highlight the accomplishments of Arab women in science and encourage girls to pursue science careers, the Middle East and North Africa Environment, Science, Technology and Health Hub at the U.S. Embassy in Amman, Jordan, created a calendar with photos and write-ups on a dozen Arab women who work as doctors, scientists and engineers.

The Women in Science Hall of Fame calendar was funded with \$2,000 in public outreach money from the Bureau of Oceans and International Environmental and Scientific Affairs. Nominations were solicited from each of the region's nations. The hub team then composed biographies and added photos of the winning women.

Since its January publication, nearly

1,000 calendars have been distributed. U.S. embassies in the MENA region have focused on educational events, using the calendar to encourage young people to pursue careers in science. American scientific societies are using the calendars to build awareness of the accomplishments of female scientists from the MENA region.

OES Assistant Secretary Dr. Kerri-Ann Jones sent a calendar to Secretary of State Hillary Rodham Clinton as an example of OES outreach in the Arab world. Another calendar went to Iris Abraham, an American filmmaker working on a series for the National Science Foundation. Abraham has since interviewed two women from the calendar for an episode on the achievements of Arab women.

"The Women in Science calendar is fantastic," she said, adding that she'd shared it with office colleagues.

"These great women are role models," one Jordanian student said, and help demonstrate that girls can "have more choices, making them feel capable of competing in an area ruled by men for ages and making them realize what can be achieved in these areas of study."

Another student said the calendar's women "give us the impression of how science can affect women's lives. If we have a dream we should follow it and pursue it. We can't give up."

More information, including biographical sketches of the calendar's women in English, Arabic and French, is at <http://jordan.usembassy.gov/wshf.html>.



## Group Recognizes Diplomacy Achievements

In May, the Public Diplomacy Alumni Association recognized what it said were outstanding uses of public diplomacy in Mexico, Uganda, Turkmenistan and Washington, D.C.

At its 14th annual awards, the PDAA cited Christopher Teal, public affairs officer at the U.S. Consulate General in Guadalajara, Mexico, for dedication, vision and leadership in creating the Secure Coverage program, Cobertura Segura. By showing Mexican journalists how to protect themselves, the program aims to make them less afraid to report on drug cartels. Working with the University of Guadalajara and nongovernmental groups, Teal developed online programs to train journalists in developing sources and covering dangerous stories, and developed an electronic guide that is now used widely in Latin America.

Another winner, Joann Lockhard, public affairs officer at the U.S. Embassy, Kampala, Uganda, was cited for organizing a mission-wide public diplomacy effort that became known as “One Mission, One Voice.” Her programs reached low-income youth, women and Muslim communities and promoted technical, journalistic, political and entrepreneurial skills. She even arranged funding for thousands of backpacks to be given to Muslim schoolchildren.

Another award went to Albina Burashnikova, Nina Afanasyeva and Arzigul Kochkarova, who manage American Corners, respectively, in the Turkmenistan cities of Mary, Turkmenabat and Dashoguz. They help students to study in the United States; provide English, Internet and leadership training; and manage libraries of American books and films, among other duties. They made a profound, measurable impact on thousands of Turkmenistan citizens and empowered a new generation of youth, the association said.

A fourth award was shared by Joseph Zilligen and Carla Benini, public diplomacy desk officers in the Bureau of South and Central Asian Affairs who serve as the Washington leads for public diplomacy programs in Pakistan and Afghanistan. The PDAA said the two were integral to the Department’s gaining a 1,000 percent increase in public diplomacy funding to create text messaging platforms to reach at-risk populations, among other projects in the two nations. Zilligen, the association said, supported the public affairs section in Islamabad during its unprecedented growth in resources and programming, while Benini coordinated the text messaging project and promoted more European programming on Afghanistan.

The award for outreach in Turkmenistan prompted U.S. Ambassador to Turkmenistan Robert Patterson, second from left, to congratulate, from left, Arzigul Kochkarova, Albina Burashnikova and Nina Afanasyeva.



## OPM Chief Lauds Progress for GLBT Americans

To celebrate Gay, Lesbian, Bisexual and Transgender Pride Month, the Office of Civil Rights and the employee affinity group Gays and Lesbians in Foreign Affairs Agencies hosted a speech by the highest-ranking openly gay Administration official.

John Berry, director of the Office of Personnel Management, said 2011 marks the 30th anniversary of the AIDS crisis and noted that 50,000 new AIDS cases occur annually in the United States. Berry, who lost his first partner to AIDS, called on attendees to support AIDS organizations and safe-sex education.

He also spoke of U.S. progress toward GLBT equality, noting the growing number of states that have legalized same-sex marriage, the repeal of Don’t Ask, Don’t Tell and the Department of State’s recognition of same-sex families in assignments. The Department also strives to provide equivalent benefits to same-sex partners to the maximum extent

allowable by the law and has modified passport forms to recognize alternative family situations, he said.

Berry also said history is made of peaks and valleys, and the Greatest Generation bequeathed the United States “one of the greatest recorded peaks,” winning World War II and then walking on the moon. Now, he continued, GLBT people must take up that baton.

“No pressure,” he said, “but what great wonders will you create?”

He said GLBT people are making strides nationally. Two years ago, killing a gay person could not be designated a hate crime, and gays couldn’t serve

openly in the U.S. military. At a more personal level, he singled out a Bureau of Consular Affairs staff member who this fall will celebrate his 25th anniversary with his partner.

Department Counselor and Chief of Staff Cheryl D.

Mills noted the federal government’s strides in giving GLBT employees the same benefits as other employees and said the Department also advocates for GLBT rights in other nations.

But she added that some nonprofits and corporations have surpassed the government in providing equal benefits to

GLBT employees, and that’s unacceptable. “We all need to be vigilant” to see that all employees get the same benefits, she said.





# FSI School Achieves ISO Certification



Under Secretary for Management Patrick Kennedy, right, presents the ISO 9001:2008 registration to SAIT Dean Frontis Wiggins at FSI in June.

The International Standards Organization's ISO 9000 standards focus on quality management for better customer service and process improvement. In 2005, the Enterprise Technology Division of the School of Applied Information Technology at the Foreign Service

Institute became certified in the ISO 9001:2000 standard, and recently all of SAIT was certified for the latest version, ISO 9001:2008.

SAIT sought ISO 9001:2008 certification to identify standards for its divisions and classes and to offer "a uniform approach to learning for our students, ensuring that we applied the same rigor to all of our classes and that we really were offering the best product," said Dan Christenson, the director of ET when it sought certification. Benefits, he said, include greater consistency in SAIT policies, faster and more flexible response to feedback on training and better training courses.

Challenges included selling the idea of certification to SAIT staff, and defining and documenting processes and adhering to the standards, SAIT said. SAIT said its staff endorsed the process improvement aspect but was challenged by the documenting of its processes, which required that they be written up and differing interpretations be resolved. The significant work of documentation, SAIT said, paid dividends by establishing repeatable, defensible processes that would make the school more efficient, responsive and accountable.

Gaining the certification "seemed like climbing a mesa," said SAIT Dean Frontis Wiggins. "The hike up the incline is brutal, but once you get to the top, you reach a plateau that allows you to move forward with much less difficulty and a perspective that you could

never get otherwise."

After an ISO audit, SAIT received ISO 9001:2008 certification in April, six months after initiating the process—less than the year it often takes. SAIT must recertify annually.

## Department Releases 'Smart Traveler' App

The bureaus of Public Affairs and Consular Affairs recently collaborated to produce the Smart Traveler iPhone app for U.S. travelers going abroad. It is available for free downloading from the iTunes store.

Compatible with Apple's iPhone, iPod Touch and iPad (requires iOS 4.0 or later), the app provides access to frequently updated country information, travel alerts, travel warnings, maps, U.S. embassy locations and more. Travelers can also set up customized e-itineraries to track arrival and departure dates and make notes about upcoming trips. A link lets travelers enroll in the Department's free Smart Traveler Enrollment Program, allowing the Department to better assist in an

emergency. Information for the app comes from content that is also posted to [www.state.gov](http://www.state.gov) and [travel.state.gov](http://travel.state.gov).

"This app was developed to assist businesspeople as well as vacationers," said Janice Clark, director of PA's Office of Electronic Information. She said the app was downloaded 9,000 times in its first week and garnered an approval rating of 4.5 out of 5 stars.

PA and CA said they hope to develop the same product for other platforms.





## CDRC Celebrates 20th Birthday

The Career Development Resource Center held an open house in June to celebrate 20 years of service to Department employees. The event was attended by patrons of the center and leaders of the Bureau of Human Resources.

The CDRC opened in 1991 to provide career counseling services to Civil Service employees and Foreign Service family members. It has since expanded its scope and sophistication of services, and now offers a virtual library, videoconference-based training and an online collection of recorded and PowerPoint presentations.

The center provides individual career development counseling to more than 1,000 employees annually, a level of demand that caused it to expand services. Its pilot program of 30-minute consultations served 230 employees in its first year.

"When I returned from overseas in 1995 seeking federal employment, I was lucky to be one of the center's first clients," said Judy Ikels, chief of the Work Life Division in the Office of Employee Relations. "I found a warm reception and just-in-time advice for an interview scheduled the

next day." She was hired by the Family Liaison Office as the employment program coordinator, helping other spouses manage career decisions.

"The CDRC became a vital partner in that work," she said.

Another of the center's long-standing services, the Brown Bag Lunch workshops, help participants learn about job searches and career planning. More than 2,000 employees participated in the 2010 workshops. One attendee said the center helps individuals accomplish goals and improves the Department's human capital.

The CDRC has also met requests for customized workshops designed for the career needs of Department bureaus.

"The CDRC is one of the best resources to help Civil Service employees advance their careers," said Kerry Molinelli, Civil Service orientation coordinator. She said the center's professional counselors help Department employees "develop and maintain skills and expertise ... I highly recommend their services."

For more information, contact the CDRC at [CDRC@state.gov](mailto:CDRC@state.gov) or call (202) 663-3042.

## Department Celebrates Tutoring Program

Ask State Department volunteers what the Miner Elementary School Tutoring Partnership Program means to them and they will say the opportunity to help students excel is its own reward. The students speak of appreciation for tutors, who take time away from their jobs to help them become more productive students.

In June, Director General Nancy Powell gathered with

the volunteers, students and school staff at the red brick school building in northeast Washington, D.C., to celebrate the tutoring program, now in its 13th year.

After a warm welcome from a third-grade student and Principal Lavonne Taliaferro-Bunch, attendees were treated to performances by the school's glee club and dance troupes. Then, DG Powell spoke of the

importance of students' studies and her hope that they would achieve their dreams and follow their mentors' example by giving back to their communities.

An awards presentation honored the mentors, and students spoke about what mentoring means to them. Taliaferro-Bunch said the program has improved the children's reading skills and that she looks forward to working

with Department volunteers in the years to come.

"Mentors are always needed," said the Department's coordinator, Donna M. Butler, who can be contacted at [ButlerDM2@state.gov](mailto:ButlerDM2@state.gov) or (202) 203-7368. Volunteers tutor from 2 to 3 p.m. on either Tuesday or Thursday each week. The Department provides bus transportation for both tutoring sessions.



Director General Nancy Powell, fifth from left, gathers with staff from Miner Elementary School and her office, as well as several of the tutors.

## FS Youths Honored at Annual Ceremony

In July, Director General Nancy Powell, the Family Liaison Office and the Foreign Service Youth Foundation hosted the annual Foreign Service Youth Awards ceremony at Main State to honor FSYF contest winners and children whose parents are serving at unaccompanied posts.

Each year, the children of Foreign Service employees receive awards for their art, video production, essay writing and community service. This year, FSYF added an environmental project category.

DG Powell lauded the winners' achievements and challenged them to accept their awards as "a chance to renew your commitment to use your unique talents and life experiences to build a better world."

The FSYF Art Contest's theme was "An American in . . ." and the winners in each of three age categories received cash prizes donated by the State Department Federal Credit Union.

The essay contest asked youths to choose an issue or problem on which to focus for improving the lives of youth in the country where they lived. They identified the issue and worked to persuade readers of the issue's importance. Five winners received cash prizes provided by McGrath Real Estate.

The annual KidVid Contest sponsored by FSYF and the Foreign Service Institute Transition Center's Overseas Briefing Center

asked students ages 10–18 to produce a DVD about life at an overseas post from a young person's perspective. Winners received cash prizes made possible by Diplomatic

Automobile Sales and Peake Management.

Each year, FSYF's Community Service Contest recognizes FS youth who demonstrate outstanding volunteer

efforts in service to their community or to their peers. This year, two winners received U.S. government savings bonds donated by Clements Insurance.

New this year, FSYF's Environment Contest challenged FS youths to create

an Earth Day-themed event in their host community that included having a local environment expert speak about environmental issues. The event was to be documented with a written summary and photographs. The winner received a cash prize made possible by the Center for Cultural Interchange.

More information about the FSYF awards program is at [www.fsyf.org](http://www.fsyf.org).

Since 2006, the Department has distributed medals and certificates of recognition to children of parents serving overseas on unaccompanied assignments. This year, more than 500 children have received medals and certificates. Additional information about FLO's Unaccompanied Tours program is at [www.state.gov/m/dghr/flo](http://www.state.gov/m/dghr/flo).

Watch the video  
at [www.state.gov/statemag](http://www.state.gov/statemag).



Several of the honorees sit in the Benjamin Franklin Room after receiving their awards.

## Princeton Public Policy Masters Deadline Looms

One of the Department's most prestigious assignments, the one-year master's degree in Public Policy at Princeton University, is accepting Foreign and Civil Service applications until Sept. 16.

More than 100 Department employees have attended the mid-career program at the Woodrow Wilson School of Public and International Affairs since 1955, and more than 20 alumni became ambassadors, including Ambassador Richard Holbrooke.

The program features seminars taught by international relations scholars, Nobel Prize recipients and Department luminaries.

Former U.S. Ambassador to Israel and Egypt Daniel Kurtzer, now a professor of Middle Eastern Policy Studies at WWS, said the program's weekly forums for sharing field experiences reflect the rich backgrounds of students.

One distinguished alumnus, Ambassador to Afghanistan Ryan Crocker, said, "The year I spent at Princeton was a life- and career-changing experience [and] informed my thoughts, counsel and action through the rest of my career."

Lewis Lukens, MPP class of 2003 and now Ambassador to Senegal, said he appreciated the program's courses and professors, its flexibility

to allow design of a program of study suited to one's background and interests, and the program's "incredibly diverse, talented and experienced group of mid-career fellows from the U.S. and overseas, people I have stayed in touch with as peers as our careers progressed."

Employees at the FS-02 and GS-13 and GS-14 levels should refer to ALDAC 072091 for more information. Applications must include a statement of interest, three letters of recommendation, university transcripts and recent Graduate Record Exam scores. Selectees will be referred to Princeton University, which makes the final offers.



# STATE

MAGAZINE

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All letters become the property of *State Magazine*.

Letters will be edited for length, accuracy and clarity.

Only signed letters will be considered.

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For details on submitting articles to *State Magazine*, request our guidelines, "Getting Your Story Told," by writing to our main office; by e-mail at [statemagazine@state.gov](mailto:statemagazine@state.gov); or by downloading them from our Web site. *State Magazine* does not purchase freelance material.

## Deadlines

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## Online

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## Look Before You Tweet

Ever hear of Natalie Munroe, Dharun Ravi or Alexandra Wallace? How about Mike Wise or Gilbert Gottfried? What do these individuals have in common? A few clicks on your favorite search engine will tell you that they either Facebooked, blogged, YouTube'd or tweeted when they should not have and are now paying varying prices for their actions.

Social media is a great tool. It has allowed more people than ever before to connect and reach out to friends new and old. It keeps us connected with family, if serving at a far-flung post. It has saved lives and brought about the demise of dictatorships. However, the number of successful Equal Employment Opportunity and harassment complaints stemming from inappropriate electronic behavior is climbing. In other words, our increasingly complex digital connections have made activities on digital media into bases for discrimination and harassment allegations that end up in the Office of Civil Rights.

In this age of social media, managers and employees alike have to be aware that what they blog, post or tweet could result in allegations of harassment, bullying or discrimination. The privacy settings you establish on a social media site do not allow you to say or post things without fear or repercussion, either. You still have to contend with the "friend" factor. Case in point: Chicago Public School officials are investigating a teacher who allegedly posted pictures of one of her 7-year-old students on her Facebook wall and proceeded to mock the child's hairstyle. One of the "friends," who happened to really be friends with the child's mother, copied the postings to the mother. The teacher may face disciplinary action if any policies were violated.

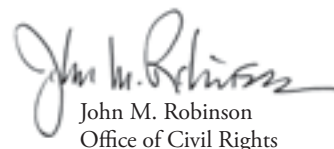
Okay, you say, this is all fine and good, but what does this have to do with EEO or civil rights? Simple—what you do or fail to do when using social media could have serious ramifications for you, your bureau and the Department.

Social media is expanding the definition of the traditional workplace. What once could be considered idle "water cooler" talk now has the possibility of creating a hostile workplace when coupled with social media. For example, suppose a supervisor has an employee named "Joe Jones" with whom he is not too enamored. In the past, the supervisor might have confided behind closed doors with a fellow supervisor and done so without fear of that supervisor telling Joe.

Now, let's add social media to it. You decide one day, in the "privacy" of your office or home, to comment about Joe on your Facebook page. Where's the harm? After all, it's just you and your closest 1,000 "friends." You post: "I wish I could force Joe Jones to retire. He's such a drag on the operation." Remember that "friend" factor mentioned earlier? Somewhere along the line, one of your virtual friends is a real friend of Joe's, and copies your posting to Joe, or it anonymously appears for Joe and others to see. You may have just created a basis for Joe to bring allegations of a hostile work environment based on his age. There could be liability if Joe can show a "sufficient connection" between the harassing conduct and the employment relationship.

You also may have violated 5 FAM 723 Personal Use of U.S. Government Equipment, which lists prohibited activities and requires that employees "conduct themselves professionally in the workplace and must refrain from using Department resources for activities that may be offensive to co-workers or to the public."

So by all means, Facebook, blog and tweet all you want, but before you do, make sure it is not something you'll regret seeing again, because you just might.

  
John M. Robinson  
Office of Civil Rights



# Standout Alliances

The State Department and U.S. Agency for International Development are using alliances with the private sector to implement sustainable, high-impact development projects that address terrorism, communicable diseases, cross-border pollution, trafficking in people and other matters. Among these, the Global Alliance for Clean Cookstoves and the Major League Baseball Dominican Development Alliance stand out, exemplifying the ability to address crosscutting issues while amplifying the partners' reach.

"Partnership with the private sector and civil society is not a luxury; to achieve and sustain large-scale success fundamentally demands that kind of collaboration," said Jacob Moss, U.S. Coordinator for the Global Alliance for Clean Cookstoves, which was launched last year at the Clinton Global Initiative in New York City. The alliance joins

U.S. agencies, other donor countries, host governments, corporate founding partners Morgan Stanley and Shell, academia and civil society in a global effort to address health, safety, environment, women and children.

Toxic smoke from open fires or unventilated cookstoves kills nearly 2 million women and young children every year. The alliance aims to reach 100 million homes by 2020 and has the potential to affect about three billion people, Moss said. While protecting the health and safety of families, the alliance honors local cooking traditions and builds a thriving global market for clean and efficient household solutions in developing countries.

## Fully Sustainable

It also has staying power, said Kris Balderston, special representative for Global Partnerships. It has more than quintupled in size since its launch.

"Coordinated strategic efforts are key, whether in standards, financing, marketing, research, monitoring, or communications," Balderston said.

The alliance also has star power: Actress Julia Roberts is its global ambassador, and she and Secretary of State Hillary Rodham Clinton joined forces to spread the clean cookstove message to millions on Oprah's Mother's Day Special.

Marion Pratt and Jay Graham, the Department's science advisors in Peru, said the spread of the cookstoves' use correlates with social acceptability. Although thousands of stoves have been introduced, they said, training and efficient use of the stoves and follow-up by implementers vary widely. Additional testing and monitoring will help meet Peru's ambitious goals to ensure that the cookstoves are used consistently, they said.

A woman in a developing nation uses one of the cook stoves.



USAID, DOS partner with the private sector /// By Vivienne J. Wildes

Ambassador to the Dominican Republic Raul H. Yzaguirre, front row center, meets several of the players involved in the Major League Baseball Dominican Development Alliance.



Alliance building is one thing; field implementation is another.

“The trick is finding a high-priority issue, at the right time, and then bringing together different partners from all sectors to plan and implement affordable solutions that will be readily adopted by communities around the world,” Balderston said.

India, Nepal, Ethiopia, Nigeria and Peru have set ambitious goals for their involvement in the cookstove project, and the lessons from their involvement and earlier efforts will inform future U.S. investment.

### Baseball a Hit

USAID Foreign Service officer Jeff Cohen won the Alliance Builder of the Year award last year for developing the Major League Baseball Dominican Development Alliance while posted in the Dominican Republic. The alliance involves the host country, the United States, Major League Baseball and six nongovernmental organizations.

The alliance seeks to use the influence of baseball and human resources to carry out projects in youth and education.

“This type of work is different than charity,” Cohen said. “It involves building relationships, and very importantly, establishing connections between U.S. policy priorities and in-country projects. It supports communities not by just handing out cash, but also in ways that are

auditable by the U.S. government.”

Cohen, now office chief for Project Development and Programs at USAID in Peru, said the alliance, which called for teamwork to attract contributions, took time to build.

“More than anything,” he said, “successful alliances require time and energy. Leadership must truly want to solve the problem.”

He thanked USAID country director Richard Goughnour for allowing him time to carve out day-to-day activities, and U.S. Ambassador Raul Yzaguirre for hosting 45 major league players at the residence.

It’s hard to find disadvantages to public-private alliances. They leverage costs, forge solutions for development, underpin policy and hold promise as ways to coordinate the efforts of academia, business, economics, science and technology, education, health and government. They may even promote job growth.

“Alliances contribute to sustainable development and our foreign policy objectives,” said USAID Senior Alliance Advisor Gail Spence, who helped build USAID’s first public-private partnership in Angola, a \$20 million project with Chevron.

### Work Required

It’s also important to remember that alliances require hard work and won’t work if treated as a mechanism for talking points.

“All alliances are created with great promise and with best intentions,” said Rob Schneider, senior alliance advisor at USAID, “but it is crucial to create baselines, collect data, monitor and evaluate the alliance—as well as the program—to ensure impact is achieved.”

Although thousands of stoves have been introduced, training and efficient use of the stoves and follow-up by implementers vary widely.

Looking to the future, Claire Lucas, senior advisor for Private Sector Alliances at USAID, said, “capacity, innovation and policy are ripe areas for creating partnerships with the private sector.” That, she continued, could lead to future partnering associated with youth, tourism, human rights, civil society, sports and the environment. ■

*The author is a Franklin Fellow at USAID and professor at The Pennsylvania State University.*





# A Helping Hand

A Japanese Defense Forces officer searches the rubble of tsunami-devastated Higashimatsushima, Japan.









# 'The Face of America'

Embassy Tokyo responds to March crises in Japan /// *By Christopher Quade*

Japan's catastrophe began March 11 when a 9.0 magnitude earthquake, the largest ever recorded in the country, struck 250 miles northeast of Tokyo and spawned a tsunami with 50-foot waves that devastated great swaths of Japan's northeastern coastline

and knocked out the Fukushima Dai-ichi Nuclear Power Plant.

Prime Minister Naoto Kan said it was an unprecedented triple disaster, Japan's most serious crisis since the end of World War II.

Responding to what became known as the "Great East Japan

Earthquake" required extraordinary efforts on the part of Japan, the United States and many other nations. The first order of business was coping with the enormous destruction: more than 15,000 people killed; nearly 8,000 people missing; almost half a million people sheltering in evacuation centers; and more than 190,000 buildings damaged or completely destroyed. The debris alone will take years to fully clean up.

## The U.S. Responds

U.S. Ambassador John Roos set the U.S. response in motion just minutes after the earthquake struck. A day later, a Disaster Assistance Response Team from the U.S. Agency for International

Development arrived with 144 urban search and rescue specialists from the counties of Los Angeles and Fairfax, Va., along with 12 dogs trained to find live victims, and experts from the U.S. Nuclear Regulatory Commission and Department of Energy.

USAID coordinated the massive U.S. relief effort and linked American private sector aid with Japanese public and private efforts—including in excess of \$18 million in donations from various Japan-America societies in the United States alone.

Perhaps the most visible element of U.S. assistance was "Operation Tomodachi," the joint relief effort conducted by the U.S. military and the Japanese



**Left:** Ambassador John Roos, center with bullhorn, reassures Embassy Tokyo employees gathered outside the chancery moments after the earthquake.

**Below:** Members of the USAID-Fairfax County, Va., Task Force 1 Urban Search and Rescue team head down a flight of stairs to start work in Ofunato, Japan.





Self-Defense Forces. The largest bilateral operation in the 50-year history of the U.S.-Japan alliance, Operation Tomodachi (“friend” in Japanese) highlighted the U.S. military’s humanitarian assistance and disaster relief capabilities and the generosity and compassion of its service members. By its June 1 conclusion, the operation had involved more than 24,000 American service members, 24 ships and nearly 200 aircraft, and had helped deliver food, water and other relief supplies to Japan’s hardest-hit areas.

## Nuclear Concerns

For many, the image of the stricken Fukushima Dai-ichi Nuclear Power Plant is an enduring symbol of the tsunami’s aftermath; it also quickly became a focal point of the bilateral response. NRC personnel contacted their Japanese counterparts as early as March 12, and teams of U.S. nuclear and health experts from DOE, the Department of Health and Human Services and other agencies began arriving shortly afterward to provide advice and assistance. Many of these volunteer experts remain in Japan still, continuing to support efforts to resolve the Fukushima situation.

These experts also provided the American citizen community in Japan with town hall meetings, briefings on food and water safety, and video messages about radiological issues. This information complemented Ambassador Roos’s use of social media to reach



**Above:** U.S. Navy crewmen help a Japanese citizen remove debris during a cleanup effort at the Misawa Fishing Port on March 14. **Below:** Embassy Consular Officers Andy Utschig, second from right, and Ed Burleson, far right, confirm the welfare of two American citizens in Tome-shi, Miyagi Prefecture, on March 16.

out to the American community (see related story).

The crisis rattled the embassy community—literally, since there were more than 1,000 aftershocks, including dozens of 6.0 magnitude or higher—in the weeks after March 11. On the day of the earthquake itself, many Locally Employed Staff members found themselves unable to reach family or friends due to telecommunications disruptions.

While the crisis inevitably took a toll on everyone at post, the entire embassy community, including 150 temporary duty employees, helped get the job done. The consular section sought to determine the welfare and whereabouts of thousands of U.S. citizens in Japan, including two American English teachers who died in the tsunami. The management section worked to administer a Voluntary Authorized Departure

program for embassy dependents, which most officers had never expected to experience in a country like Japan. American and Japanese employees alike staffed a Japan Emergency Command Center in the chancery that pumped out situation reports and media translations on a 24/7 basis.

## Extraordinary Teamwork

The end result was an incredible period of teamwork that highlighted a whole-of-government approach to confront an extraordinary triple disaster—underscoring the fact that U.S. assistance to Japan will continue for as long as necessary. Arriving in Tokyo on April 17, Secretary of State Hillary Rodham Clinton thanked Mission Japan personnel and families “for working day and night to care for U.S. citizens in the midst of this crisis and coordinating a massive mobilization of assistance for one of our closest allies at their time of greatest need.

“Thank you for being the face of America at our best.”

*The author is deputy press attaché at the U.S. Embassy in Tokyo.*







Elderly residents use mobile phones after they were rescued to stay updated on the latest information.

# 140 Characters

Social media assists during earthquake /// By Michael Huff

*(Each sentence of this article conforms to the 140-character limit for Twitter messages.)*

The use of social media, particularly Twitter, has become a cornerstone of the information outreach strategy of Mission Japan. Nearly 14 percent of the Japanese population uses Twitter. Through this medium, we are able to reach famous politicians, university students and everyone in between. This communication channel took on much greater importance after the events of March 11.

During the crisis, our first concern was getting critical information to American citizens, both in Japan and in the United States. We also wanted to make sure word got out to the Japanese about U.S. contributions to the ongoing relief efforts. U.S. Ambassador John

Roos's Twitter account, @AmbassadorRoos, became a main conduit for conveying this kind of information.

In using social media, our strategy for crisis communications was simple: "Timely, useful, and transparent information." Lack of communications during a crisis of this magnitude can create anxiety in the community, so we published information around the clock. Protocol for publication was strict. All messages were edited and cleared by staff from the ambassador's office before being posted online.

The number of followers of the ambassador's account more than quadrupled during the crisis. From March 11 through April 16, the ambassador's profile was consistently in the top 1 percent of most re-tweeted profiles

worldwide. On March 27, @AmbassadorRoos was the world's 38th most re-tweeted profile, just four slots behind Lady Gaga, who was ranked 34th that day.

Among the 20 most-followed journalists in Japan, some of the more prominent ones followed and re-tweeted @AmbassadorRoos during the crisis. Japanese journalist Keiko Tsuyama wrote a piece praising @AmbassadorRoos for proving "tweets can be a reliable source of information." She noted that it wasn't uncommon for Japanese Twitter users to ask one another, "Are you following Ambassador Roos on Twitter?"

Nine days after Japan's catastrophic earthquake, two very urgent pleas for help were sent to the ambassador's Twitter account. @rikeishikou: "Kameda hospital in

Chiba needs to transfer 80 patients from Kyoritsu hospital in Iwaki city, just outside of 30km range." (This refers to the Japanese government's recommended evacuation area around the Fukushima nuclear power plant.) @rikeishikou: "Some of them are seriously ill and they need air transport. If US military can help, pls contact . . . [me] . . . at Kameda." This vital information was provided to U.S. Forces-Japan, and transportation was arranged to move the patients safely to another hospital.

@AmbassadorRoos remains a critical tool for our public diplomacy efforts in Japan, even though the most urgent part of the crisis has passed.

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*The author is an information resource officer at the U.S. Embassy in Tokyo.*



# Mission Mobilizes

It Started with an Earthquake... /// By Ed Burleson

When the earthquake struck at 2:46 p.m. local time on March 11, Embassy Tokyo consular personnel knew it was large. But they had no idea it was a 9.0 magnitude earthquake or that 50-foot-high tsunami waves, multiple nuclear reactor meltdowns and the displacement of more than 500,000 residents would follow.

Soon, the embassy's consular section was faced with the enormity of the consular response needed.

Within four hours, the section established a Consular Crisis Response Center that operated on a 24/7 basis for 25 days, during which it pursued more than 5,400 crisis-related welfare and whereabouts cases,

including congressional inquiries for 130 individuals. The CCRC also accounted for all of the 111 Americans initially listed as unaccounted for in the five jurisdictions most affected by the crisis.

To cope with unprecedented demand for emergency American citizen services, 33 temporary duty officers joined the 11 consular officers in Tokyo. In three weeks, American Citizen Services-Tokyo issued what would normally be five years' worth of emergency passports. It also distributed potassium iodide pills to 3,401 American citizens and foreign dependents, marking the first time a U.S. mission had made such pills available to private American citizens.

Consular officers also served in special liaison roles to improve crisis coordination with other embassy sections. They worked closely

with the public affairs section to ensure the embassy Web site was kept updated, including with information from the 25 warden messages disseminated. Consular staff on the embassy's interagency Health Working Group provided updates on the pills' availability and ensured the embassy provided the same information on health risks to private American citizens as it provided to mission personnel.

The embassy also dispatched three Consular Assistance Field Teams to find and assist American citizens in Aomori, Iwate, Miyagi, Fukushima and Ibaraki Prefectures. Two other CAFTs went to Tokyo's two international airports to assist departing Americans and organize two chartered evacuation flights, and five Mission Japan officers, including three consular officers, did intensive contingency

planning with the U.S. military for the possible evacuation of up to 100,000 American citizens.

Due to the extraordinary efforts of officers and Locally Employed Staff within Mission Japan and the dozens of TDY officers deployed by the Bureau of Consular Affairs from posts around the world, Embassy Tokyo's consular section in one month handled an unprecedented workload in the midst of a multifaceted catastrophe that exceeded all worst-case scenario planning.

Most important, embassy consular officers assisted thousands of Americans located in the national capital region, at U.S. military installations and in devastated areas hundreds of miles north of Tokyo. ■

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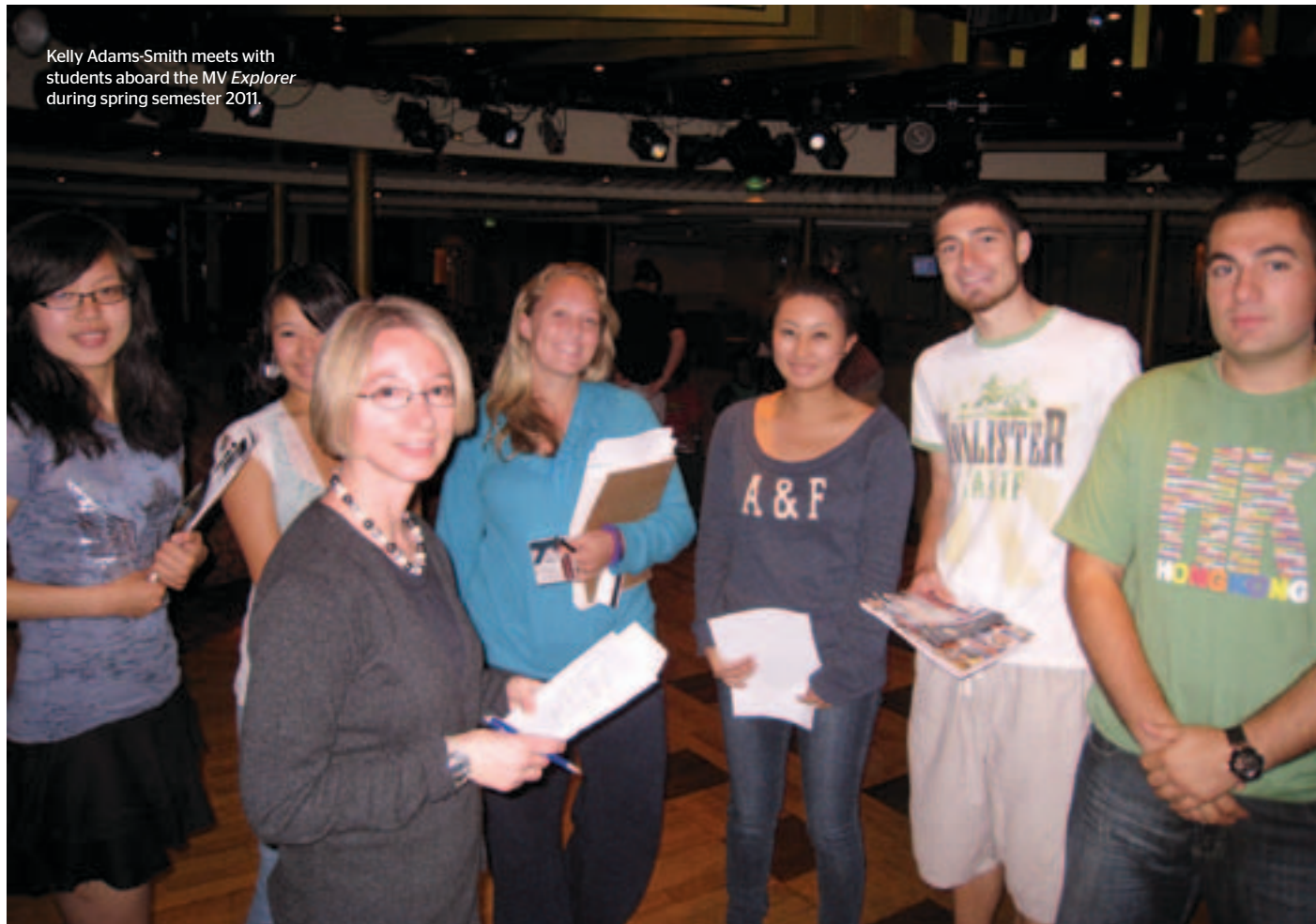
*The author is a consular officer at the U.S. Embassy in Tokyo.*

Ambassador Roos comforts Japanese citizens at a disaster relief shelter in Ishinomaki, Japan, March 23.





Kelly Adams-Smith meets with students aboard the MV Explorer during spring semester 2011.



# Shipboard Diplomacy

Cox Fellow engages students at sea /// *By Kelly Adams-Smith*

If you could do anything for a year—and receive your salary to do it—what would you do? Thanks to the Una Chapman Cox Sabbatical Leave Fellowship, two Foreign Service officers annually get the opportunity to answer that very question.

For me, the fellowship was an opportunity to give something back to a program that introduced me to the Foreign Service. As a 2010–2011 fellow, I spent a year building ties between the State Department and the Institute for Shipboard Education, a nonprofit that administers Semester at Sea, in which 700 students from 250 U.S. universities sail around the world on a ship retrofitted as a floating university. During a three-month semester, they visit 10 countries and take a full load of credits from the University of Virginia, the

academic sponsor. This program had led me, as a college sophomore in 1988, to dream of a Foreign Service career.

## Two Goals

When my year as a Cox Fellow began, I had two goals: to help Semester at Sea tap into embassy expertise to improve the program's quality and to help the Department take advantage of the public diplomacy and recruitment opportunities Semester at Sea represents.

First, I had to spend time on Semester at Sea's ship, the MV Explorer. Shipboard life is much like that on

any small U.S. college campus, except that students attend class every day the ship is at sea, and faculty, staff and students live together in close quarters, forming a tight bond.

Together, they watch glorious sunsets, survive the inevitable seasickness and visit the ports where the ship docks. Most students choose the program because of an interest in interna-

tional affairs, so visiting diplomats are seen as minor celebrities.

While aboard, I lectured, discussed Foreign Service careers and worked with Nobel Prize winner Archbishop

Desmond Tutu, a frequent shipboard lecturer and a member of the ISE Board of Trustees.

Watch the video  
at [www.state.gov/  
statemag](http://www.state.gov/statemag).





**Clockwise from above:** The MV *Explorer* prepares for a sunny cruise; the author shares a smile with Nobel Prize Winner Archbishop Desmond Tutu, who sailed with the MV *Explorer* for fall semester 2010; preparing to meet the MV *Explorer* as it arrives in Brazil are, from left, the ship's engineer, American Presence Officer Justen Thomas, Consul General Marie Damour, Guisela Shannon and Economics Officer John Barrett.

I then worked out of Semester at Sea's home offices in Charlottesville, Va., linking program officials with embassy contacts in countries where the MV *Explorer* would soon dock. In Brazil, for instance, I arranged for several officers from the U.S. Embassy in Brasilia and Guisela Shannon, wife of Ambassador Thomas Shannon, to board the MV *Explorer* in Macapa in January. They joined 750 university students and faculty as they sailed up the Amazon on the spring 2011 voyage. Over three days, the U.S. delegation gave lectures about Brazil and its importance to U.S. foreign policy. The students got a firsthand look at what it means to be a U.S. diplomat by living side by side with our Mission Brazil colleagues, an experience Semester at Sea's academic dean called invaluable.

## Extensive Coverage

When the MV *Explorer* finally arrived in Manaus, it was greeted with extensive media coverage that allowed U.S. Embassy officials to highlight the U.S. higher education system to a Brazilian audience.

The trip was "hands down, one of the favorite things I've done in the Foreign Service, and with a minor outlay of resources, an excellent opportunity to brief Americans traveling abroad and recruit new talent into the



Foreign Service," said Consul General Marie Damour, an 18-year Foreign Service veteran.

Justen Thomas, American presence officer for Belem, added that "working with Semester at Sea allowed Mission Brazil to engage in places where our presence is limited and a visit can have a big impact."

Recognizing the benefits, other embassies are becoming involved. In May, Regional Environment, Science and Technology Officer Tim Lattimer, based in Costa Rica, sailed with the MV *Explorer* from Panama to Costa Rica, giving lectures and offering what Semester at Sea's vice president for Academic Affairs called "critical insights into U.S. environmental policy."

In July, the U.S. Embassy in Sofia, Bulgaria, hosted a home-stay program for 10 Semester at Sea students. Numerous other U.S. posts have provided Semester at Sea with diplomatic briefings and consular assistance. To institutionalize this cooperation, the Office

of Overseas Citizen Services in the Bureau of Consular Affairs has agreed to maintain a close relationship with the program.

The Cox Fellowship gave me the freedom to engage fully with Semester at Sea and the funds for travel and other expenses. And interacting with more than 2,000 enthusiastic students has injected new energy into my career; I returned to the Department with more appreciation and respect for our work.

More information about the Cox Fellowship is available in the Foreign Service and Civil Service Long-Term Training Opportunities booklet at <http://intranet.hr.state.sbu/workforce/assignment/pages/foreignserviceandcivilservice.aspx> or at [www.uccoxfoundation.org](http://www.uccoxfoundation.org). To see if Semester at Sea is coming to a port near you, visit [www.semesteratsea.org](http://www.semesteratsea.org). ■

*The author is deputy executive secretary on the National Security Staff of the White House.*



# Yemen Nationality Project

Multi-continent team works seamlessly /// *By Sarah Schmidt*

When the executive office in the Bureau of Consular Affairs decided to eliminate a backlog of more than 2,200 Consular Report of Birth Abroad appointments in Yemen, it sent a team of temporary duty personnel to adjudicate nationality claims side by side with consular officers at the U.S. Embassy in Sana'a.

The project succeeded, despite the increasingly tense political situation in Yemen.

A team of three officers, two “when actually employed” rehired annuitants and the supervisory regional consular officer from Cairo arrived in Sana'a in late March and early April. The acting consular chief, in tandem with the supervisory RCO and an entry-level officer serving as acting American Citizen Services chief, laid the groundwork for the operation. Even before the team was entirely in place, supervisors divided the local staff into teams and refocused their work from immigrant and nonimmigrant visas to the nationality project.

Two additional WAE personnel reported to the passport agency in Detroit. They received and reviewed documents from American citizen parents and in some cases conducted interviews.

In Sana'a, there was no time for traditional icebreaking and team-building activities. The requirement for speed—without sacrificing accuracy—was complicated by transliterated names and translated documents. After a couple of days of adjudicating, the team addressed these issues and came up with clear ideas on how to streamline and standardize the workflow.

The team adjudicated approximately 150 cases a day, mostly Consular Reports of Birth Abroad. The CRBA system was new, even to those who normally worked in the ACS unit. Additionally, most cases included the challenge of dealing with the illiterate mothers of American-citizen children. The mothers often spoke only Arabic and knew only the vaguest details of their husbands' lives in the United States.



Filing Consular Reports of Birth Abroad are, from left, Consular Cashier Iman Al-Shawish and Saleem Al-Arhabi, from the immigrant visa unit.

PHOTOGRAPHS: KATIE PLOVA



**Above:** Preparing passports to be picked up by applicants are, clockwise from center, Allen Kepchar, Taha Alomeri, Abdu-Rabu Hussein and Thomas Moore. **Left:** From left, Sana'a-based entry level officer Mohammed "Mo" Barghouthy smiles alongside temporary duty staffers Katie Plona from Mumbai; Thomas Moore from Paris; and the author.



Allen Kepchar, a former deputy chief of mission in Yemen and one of the WAEs on the team, was an invaluable asset at the interview window. His fluent Arabic and encyclopedic knowledge of Yemeni culture allowed him to expertly handle complex cases. In one interview, adjudicating the second generation of U.S. citizens in a family, he reviewed a CRBA he had issued 20 years earlier during his first tour in Sana'a.

In the end, thanks to solid teamwork, the team adjudicated more than 2,200 citizenship claim cases and in the process documented 1,400 American citizens for the first time. They created and perfected

a new workflow, maximizing efficiency at every step to serve a large number of families each day. Communication with the team in Detroit allowed swift adjudication in multiple cases. It was a seamless operation taking place on two continents.

Although documenting qualified American citizens was the primary focus, the team also supported efforts to keep families together. This meant prioritizing immigrant visa cases that would accomplish that goal.

Some 247 boxes of immigrant visa files were stored in file drawers around the cramped ACS office. These files now reside in the National Visa Center. Embassy Sana'a has since taken

the concept of a paperless immigrant visa process to a new level.

Consular staff in Amman, London and Ciudad Juarez picked up responsibility for correspondence, making the effort truly global. Officers in five countries and on three continents worked as one team, readying Sana'a for possible evacuation.

Weeks after most members of the TDY team left, the situation in Sana'a worsened. It remains uncertain. The good news was that hundreds of American-citizen children had already received their U.S. passports and were free to travel. It is easy to overlook small victories, but for the families that benefited from the CRBA surge, small victories can be huge.

Recognition for the team's efforts came from all levels within the Bureau of Consular Affairs. Assistant Secretary Janice Jacobs said, "These are impressive results, particularly in light of the complexities of these cases." Dick Hermann, a senior advisor in CA, wrote, "Please thank the entire consular team in Sana'a for bringing this about. I'm so proud of everyone for making a reality of what seemed an impossible task." ■

*The author is acting ACS chief at the U.S. Consulate General in Tijuana, Mexico.*



Slavic Soul Party! tuba player Ron Caswell leads the parade of 400 children through Mbare township to raise awareness about ending child abuse.



# Parading and Performing

Embassy-sponsored brass band charms Zimbabwe audiences /// *By Sharon Hudson-Dean*

While the international news paints Zimbabwe as closed to U.S. initiatives, politically divided and stymied by a stagnating economy, the reality surprises visitors. There is serious political violence and 80 percent unemployment, but there are also anti-Robert Mugabe TV shows nightly in the capital, and major U.S. and South African corporations recently met at Victoria Falls to discuss investment opportunities.

In addition, the public diplomacy programs of the U.S. Embassy in Harare play to packed audiences around the country and are opening doors once thought to be firmly shut. For instance, the embassy recently used funding from the Bureau of Educational and Cultural Affairs' Performing Arts Initiative to bring the brass band Slavic Soul Party! from New York to

April's 12th Harare International Festival of the Arts, the largest cultural event in Zimbabwe. The group's visit helped the embassy break down barriers with Zimbabwean security services, the prison system and township youth.

A 10-member brass band that plays a loud, funky blend of American and European-inspired music, Slavic Soul Party! was featured on the festival's main stage before more than 2,000 people.

## Prison Performance

But it was the band's pre- and post-festival events that really left a mark. The post's public affairs section organized two street parades (one in the city's biggest and poorest township, the other through downtown) and a groundbreaking performance inside one of

Zimbabwe's most notorious prisons, the main detention center for political prisoners.

Mbare township is Harare's Soweto, densely populated, poor and plagued with political and domestic violence. Led by Ambassador Charles A. Ray, Slavic Soul Party! and the Zimbabwe Salvation Army Band joined forces there for a parade against child abuse one bright morning. Close to 400 children and a police escort marched alongside, carrying banners with slogans about combating child abuse.

"People along our parade route came out of their houses and stared in wonder as our procession passed," Ambassador Ray said. "Several came up to me as I walked along with the ensemble and thanked me for this gesture of friendship from America."

The parade route was about four kilometers, which Ray said amounted to his longest march since leaving the U.S. Army 29 years ago. “For me,” he said, “this was an example of what diplomacy is really all about—reaching out and touching the minds and hearts of people. Our real success comes when we are able to leave an indelible impression that simply cannot be matched by formal meetings and negotiations, and that will really shape the views that people have of my country.”

At the parade’s end, the Chiedza Childcare Centre ran an educational program, including plays, skits and speeches by community members and the Zimbabwe Republic Police Victim Friendly Unit.

## Community Relations

“The involvement of Zimbabwe Republic Police and the Victim Friendly Unit made a lot of impact,” said Marko Ndlovu, the childcare center’s director and a fiscal year 2009 International Visitor Program alumnus. “The ZRP team gave a speech on how they are assisting in issues related to abuse and how the perpetrators are brought to book.... The event



**Clockwise from left:** Slavic Soul Party! performs for prisoners and guards in Harare Central Prison in May; Slavic Soul Party! and the Zimbabwean Salvation Army marching band parade through Mbare township; Bandleader and drummer Matt Moran jams with a drummer from the Zimbabwean Air Force marching band after a parade through downtown Harare as part of the Harare International Festival of the Arts.

has created a good relationship with the ZRP.”

He added that the ZRP agreed to provide sessions at the center about abuse and are interested in future community social events.

The band, meanwhile, joined the Zimbabwe Air Force Marching Band later that afternoon for a second parade through downtown Harare. Due to the anti-American sentiment among Zimbabwe’s security sector leadership, the Air Force Band’s participation was unprecedented. Close to 1,000 motorists and passers-by cheered the parade.

But the band’s crowning moment was its prison visit. Because Slavic Soul Party! does outreach to New York’s Sing Sing Prison through Carnegie Hall, the public affairs

section and festival leaders pushed delicately but hard to get the band inside a Zimbabwean prison. Following negative international TV coverage of prison conditions in 2010, prison service officials were cautious but also saw an opportunity. In the end, Slavic Soul Party! spent two hours performing for and with more than 1,000 prisoners and guards in Harare’s notorious Central Prison, which houses political prisoners and hardened criminals.

The response was overwhelmingly positive. Prisoners and guards joined each other in dancing, singing and drumming with the band, and encouraged it to play numerous sets. It was the first time any Western group had performed in a Zimbabwean prison.

Festival and mission leadership say they now look forward to nurturing the relationship and doing more programs “on the inside.”

“A million thanks to you and your colleagues at the U.S. Embassy for facilitating such a groundbreaking and meaningful project,” said Tafadzwa Simba, the festival’s head of media liaison. He said Slavic Soul Party! loved performing, and the prisoners kept asking for more songs.

“I can tell you there were a couple of moist eyes after the performance—for positive reasons,” he said. ■

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*The author is counselor for Public Affairs at the U.S. Embassy in Harare.*





***Post of the Month***

# Khartoum

*Sudan's City on the Nile III By Helen C. Hudson, Warren Ryan and Robert C. Wolf*

The pyramids at Meroe are a favorite tourist destination for embassy employees.





## Post of the Month

**Right:** Family members enjoy the post's Family Day event. **Bottom:** A stall at the market in Omdurman holds ripe fruit and vegetables.

Visitors to Sudan are often told that “Once you drink from the waters of the Nile, you will always return to Sudan.” This adage seems true for U.S. Embassy personnel since many seek repeat assignments to this fascinating city, despite its challenges.

Khartoum is actually three cities—Khartoum proper, Omdurman and Khartoum North—all clustered around the confluence of the Blue Nile and White Nile. The clear demarcation between the dark and light waters of the two rivers makes the confluence a popular stop on any visitor's itinerary.

As Sudan's most developed city, Khartoum has attracted a large and diverse population. The Omdurman Souk, one of the most popular attractions, displays the diversity of this 40 million-plus nation, which has more than 500 ethnicities.

Khartoum's growth has filled formerly sparsely inhabited suburbs, such as Taif and Riyadh, with newly constructed villas and apartments. Embassy housing is scattered throughout the city and varies from spacious flats to small townhouse communities. Despite the growing modernity, tradition abounds. On almost every street, one can find a “chai lady,” or tea vendor, ready to supply a glass of the hot, sugary brew.

The U.S. Embassy in Khartoum is one of Khartoum's most striking structures. The 36,000-square-meter complex opened in March 2010 and quickly became the major landmark in the Soba area in the city's southeast quadrant. The new compound's site was chosen for its security and available land, but development is moving toward the complex, as evidenced by the Soba Golf Course, a new housing development and several manufacturing facilities.

The spacious embassy grounds are state-of-the-art and accommodate the offices of the State Department and U.S. Agency for International Development, the Marine Security Guard detachment's quarters and a pool, gym and outdoor basketball court.

### Serving in Khartoum

Serving in Khartoum can be challenging. Khartoum is a danger-pay post. As a testament to this reality, a newly inaugurated plaque on the embassy grounds commemorates eight employees (Sudanese and Americans) who lost their lives while serving the U.S. government in Sudan. However, the Sudanese are friendly and helpful, and Khartoum is a hospitable post despite its 25 percent differential pay.

While rich in history and important for cultural and political reasons, Khartoum itself provides limited diversions. Beyond the tourist attractions of Nuba wrestling, whirling dervishes, camel races and the Omdurman Souk, the city offers evening walks along the Nile and visits to the city's food stands and wonderful coffee and pastry shops. Americans in Khartoum find ways to have fun. The active American Employees' Welfare and Recreation Association offers a full slate of activities for embassy employees and guests from the wider community. Pool volleyball matches are held most Fridays, with Americans and international guests enjoying cold beverages while they play. The association also holds frequent happy hours, quiz nights and other social events in the pool area.







**Clockwise from top:** Santa Claus (Embassy employee John Harris) and his helpers (members of the family of Nadir Hassabu, an embassy generator mechanic) prepare for the post's 2010 holiday party; vendors are a common site on Khartoum's streets; members of the Foreign Service National community attend the post's Family Day program in the embassy atrium.



## Post of the Month

Khartoum is striking for the depth and breadth of its international community. Expatriates from every corner of the world, from a variety of occupations, work and live here, and somehow end up finding one another. As there aren't many public areas where social life can abound, most people end up meeting at parties or other events at expats' residences or recreational facilities. Between the various diplomatic missions, United Nations agencies, nongovernmental organizations and the international private sector, social events can take on an interesting atmosphere that promotes making interesting new friends.

### Getting Around

Khartoum is an adults-only post, and security concerns require Americans to travel only in armored vehicles, driven mainly by a friendly cadre of Sudanese from the motor pool. New arrivals at post quickly learn they should plan their errands carefully and call ahead to ensure the dispatcher can dedicate a driver for their transportation needs.

Traveling outside of Khartoum offers nice diversions for adventurous travelers and novices. North of the city, the Nile flows through the archaeological remains of the Nubian civilization. The great pyramid complex of Meroe and several other ancient Kushite and Nubian archaeological sites are hidden treasures that, unlike their sister sites in Egypt, often go unseen by the world's tourists.

Also accessible within the surrounding area are the Lion Temple and Kiosk at Naqa, both well-preserved examples of Kushite architecture. If you choose to visit these splendors, as most everyone does at least once while here, you will likely be some of the only visitors present besides the local camel proprietor, who will spot you a mile away.

Other interesting outdoor activities north of Khartoum include desert camping under the stars and journeying to the Red Sea city of Port Sudan, where some of the world's best and most untouched diving sites, including several wrecks, lie just off the coast.

### The Future

In July, Sudan separated into two countries, Sudan and South Sudan, and the U.S. Consulate General in Juba became the U.S. Embassy in Juba, South Sudan's capital. The long-term impact of the southern secession on Sudanese culture and people is unclear, but it is clear that what was once the largest African nation will continue to be two separate Foreign Service postings with interesting and dynamic Foreign Service assignments. In the meantime, Khartoum will look to create a new self-image, hopefully distancing the violent associations of the past while preserving its rich history and culture. ■

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*Helen C. Hudson is the former political counselor at the U.S. Embassy in Khartoum. Warren Ryan is the development outreach and communications officer at USAID in Sudan. Robert C. Wolf is assistant general services officer at the U.S. Embassy in Khartoum.*



Ancient doorways beckon within the ruins along the Nile north of Khartoum. **Below:** Freshly baked bread heads to market.



A dust storm rolls over Khartoum.



## At a Glance >>>

## Sudan



**Capital:** Khartoum

**Government type:** Power-sharing government

**Area:** 1.8 million sq. km.

**Comparative area:** Slightly more than one-quarter the size of the United States

**Population:** 41.1 million

**Languages:** Arabic and English (both official) and tribal languages

**GDP - per capita:** \$2,300

**Export commodities:** Oil, cotton, sesame and livestock

**Export partners:** China, Japan and Indonesia

**Import commodities:** Food, manufactured goods, refinery and transport equipment

**Import partners:** China, Egypt and Saudi Arabia

**Currency (code):** Sudanese pound (SDG)

**Internet country code:** .sd

Source: Country Background Notes





A group of zebra-suited volunteers show why they're traffic stoppers.

# July 4<sup>th</sup> Celebrations

Embassies highlight culture and safety III By Alexander Daniels, Megan E. Gallardo, Brian Moran and Rachel Morris

The U.S. Embassies in Bern, Switzerland; La Paz, Bolivia; and Bucharest, Romania, each held special Independence Day events in 2011.

In Bern, the post honored jazz great Quincy Jones and the 45th anniversary of the Montreux Jazz Festival when it hosted Jones, Swiss rhythm and blues artist Philipp Fankhauser and festival founder Claude Nobs for a gathering of more than 800 guests. Ambassador Donald S. Beyer Jr. presented Nobs and Jones with custom-designed crystal awards donated by Tiffany & Co.

Both awards were inscribed with messages from Secretary of State Hillary Rodham Clinton. Jones's message recognized his lifetime achievements promoting music and his social activism on behalf of poor children and children living in conflict zones; Nobs's award called him "a founding father of American jazz in Europe." Nobs told the crowd about bringing top American musicians to

his festival and of his first concert in the early 1960s, featuring Aretha Franklin.

Fankhauser and his band, which also performed this year at the Montreux Festival, performed before and after the ceremony. The event was covered by local and national Swiss media. Additional information and photos are at [www.bern.usembassy.gov](http://www.bern.usembassy.gov) and on the embassy's Facebook and Twitter pages.

Watch the video at [www.state.gov/statemag](http://www.state.gov/statemag).





## Volunteer ‘Zebras’

Meanwhile in La Paz, a group of embassy staff members spent their Fourth of July volunteering as traffic control “zebras” alongside local marginalized youth. The city’s zebra program employs at-risk youth for four hours daily as guards at pedestrian

never cross in the middle of the block again,” said Supply Supervisor Elizabeth Flores.

Volunteers can participate in the program only on Mondays, so the embassy plans to encourage volunteer participation on American Monday holidays and at program fundraisers.



**Above:** Enjoying the show at Embassy Bern’s event are, from left, Quincy Jones; the ambassador’s wife, Megan Beyer; Claude Nobs; and Ambassador Donald Beyer. **Right:** At the Bucharest event, a hula dancer performs before a group of the embassy’s Marine security guards.

crosswalks, or “zebra crossings.” Dressed in furry, black-and-white-striped costumes, the zebras assist pedestrians crossing streets, help enforce red lights and encourage drivers to stop only at official stops—all while providing public entertainment with their high-visibility antics.

During their volunteer stint, the embassy’s honorary zebras assisted with traffic control, interacted with locals and gained diverse impressions.

“I realized what an important job they do risking their lives for the community, and was so happy to be a part of it,” said Protocol Assistant Silvia Molina.

“It wasn’t always easy seeing out of our zebra masks,” said embassy dependent Olivia Mozdierz, “but it was great to see how happy most of the people were to see us—even the drivers we stopped.”

“I was so glad to be a zebra and will

## Hawaiian Theme

At the U.S. Embassy in Bucharest, Romania, U.S. Ambassador Mark Gitenstein and his wife Libby hosted a Hawaiian-themed Fourth of July reception for about 2,000 guests at their residence. The event featured a luau put on by staff and volunteers from the facilities and general services sections. There were also colorful decorations, live dance music, a hula performance, treats from a shaved-ice machine and a food court with Hawaiian specialties. The event was funded by donations from the American business community in Romania.

The evening’s highlight was the working “volcano” created by the facilities team. The volcano first sent out a gentle stream of soap bubbles to the accompaniment of the Romanian Armed Forces Band. As the evening went on, it began erupting every hour, gradually increasing in height until the dramatic grand finale, when it let out a giant roar accompanied by the rumble of rocks and streams of coffee-shampoo “lava” pouring down its sides. ■

*Alexander Daniels is the public affairs officer at Embassy Bern. Megan Gallardo is an office management specialist in the executive office of Embassy La Paz. Brian Moran is counselor for Management Affairs at Embassy Bucharest, and Rachel Morris is a summer-hire employee in the management section.*





The author climbs the 147-foot main mast of the Coast Guard training ship *Eagle*.

# Face and Voice

FSO promotes State at the Coast Guard Academy

By Robin Holzhauser

Halfway up the rigging of the sailing ship *Eagle's* 147-foot mast, I wondered if this had been a good idea. I'd climbed the rigging to learn more about the U.S. Coast Guard's training and had received some tips from an experienced boatswain's mate before setting out.

Now, 26 feet above the waterline with the wind whipping about my ears, I wondered: Was this a calculated risk, or just risky?

Taking an assignment outside the Department can feel a bit like climbing a ship's rigging—something I did on my assignment as diplomatic faculty advisor at

the Coast Guard Academy. In taking such an assignment, some might worry they'll be forgotten by Department colleagues or disadvantaged for promotion or not fit into the new environment.

Yet the opportunities to grow personally and professionally and do something out of the ordinary make the faculty advisor assignments enviable.

## Little-known Tour

When I tell colleagues about my CGA assignment, many ask if I resigned from the Foreign Service or am on leave without pay.

PHOTOGRAPHS: MYRIAM JONES



## Ship's Log

### Sailing trip gives insight into Coasties' lives

There were no Sirens, but we had lots of bells and whistles—figuratively and literally—when I sailed from Ireland to Germany with the Coast Guard Barque *Eagle*.

Bells rule the day, alerting sailors to everything from lights out to dignitaries arriving. The figurative bells and whistles included freshly stained woodwork, immaculate decks and gleaming polished brass, all courtesy of the crew's elbow grease and lots of Brasso polish. Having buffed many a brass railing at the restaurant where I waitressed during college, I decided just to observe those exercises.

But many times I participated in trainings with cadets. I attended lectures about set and drift, had a boatswain's mate literally show me the ropes when I climbed a mast's rigging, and learned how to navigate using a sextant.

Cadets explained to me how the radar system worked and how to read a nautical chart. They also discussed how to find alone time when sleeping nine to twelve

in a room the size of a walk-in closet. In officers' country, I had a bit more luxury—just two to my closet and five sharing the head (bathroom), not 40 plus.

The people in Waterford, Ireland, enthusiastically greeted the crew, and thousands of people toured *Eagle*. Crew members not on duty toured the crystal factory. An Irish Coast Guard member visiting the ship even invited me out for tea.

As we left Waterford for Hamburg, the Irish Coasties did a fly-by in a helicopter to bid us farewell and, while transiting the English Channel, a French military vessel sailed close by and rendered honors.

Like many Americans, *Eagle* has German roots. Built in 1936 in Hamburg, *Eagle* was one of three ships built by the Nazi regime to serve as training vessels for its navy. Each was originally named after a German the Nazis considered heroic.

The United States and Soviet Union took the ships after World War II. Today, the ship the Soviets confiscated is a museum ship. The United States gave one of its ships to Brazil. Brazil later sold it to Portugal, whose military still sails it today. The third ship immigrated to the United States, where it was rechristened *Eagle*. It now serves as a training ship for cadets and officer

candidates of the Coast Guard.

"Won't the Germans be mad at you because you took their ship?" one Irish fourth-grader asked Lt. Kjell Rommerdahl after hearing about the ship's history and our next port of call.

Far from it.

The Germans enthusiastically celebrated our mutual ties and the visit of what was once known as the *Horst Wessel*. This journey was particularly significant because it marked the 75th anniversary of the ship's construction.

In Hamburg, crowds welcomed the ship while a military band played the U.S. and German national anthems. Local authorities and U.S. Embassy and Consulate personnel arranged receptions, press interviews and special visits by local dignitaries. The bells rang often.

Visitors receiving the most attention were former sailors who worked onboard *Eagle* during its *Horst Wessel* days. Armed with photos and diaries, the sailors regaled the crew with stories about life onboard in the 1940s.

When the ship pulled out of Hamburg on its way to London, my odyssey ended. I became one of the thousands to pass through *Eagle*'s history.



Many Foreign Service officers are unaware of the number of opportunities at differing ranks that allow them to gain interagency experience.

Colleagues also ask what I do. As the Department's first representative to the CGA in more than 15 years, I am the Department's face and voice—letting cadets and faculty know what the Department does and promoting ways to work together.

Watch the video  
at [www.state.gov/statemag](http://www.state.gov/statemag).



Besides sailing on *Eagle*, I've led sessions at ethics and leadership seminars and spoken with enlisted personnel and officers about the Department as a post-CG career option.

My main job is creating and teaching courses about foreign policy, U.S. history and traditional and public diplomacy. In these classes, State Department officers and foreign diplomats meet with students in person or via online technology. Last

year, while discussing world events with diplomats, cadets said they were impressed with how FSOs, including senior ones, were willing to speak with them. Cadets gained understanding of the inner workings of foreign policy and the Department itself, and some even quoted Department speakers in term papers and class discussions.

### Improved Skills

I've also enhanced my mentoring and leadership skills by working with students and CGA staff and community, and learned about the Coast Guard's capabilities and





**Above:** The view from a platform on the *Eagle*'s main mast shows smooth sailing ahead. **Left:** The author, center, is all smiles at the Coast Guard Academy's Class of 2011 graduation ceremony.

culture. Those lessons will serve me and my future colleagues well when we interact with "Coasties" and members of the U.S. military, as we frequently do.

Mike Reinert, consul general in Yekaterinburg, Russian Federation, said he had a similar experience on a tour at the Air Force Academy, where his research, communication and writing skills improved. He also said he demystified the Department and the "striped pants" myth some associate with diplomacy, and his work with cadets enhanced his mentoring skills and offered insight into what motivates this next generation of leaders.

"This was real world mentoring," he said. "This was immediately transferable to the Department."

CGA Dean of Academics Kurt Colella and Humanities Department Chair Captain

Glenn Sulmasy worked to get the Department's faculty advisor position at the academy renewed. They recalled their days as cadets when their FSO professor brought a breadth and depth of knowledge—and different viewpoints and skills—to their academic and professional lives.

"Foreign Service officers such as Robin have unique experiential and educational backgrounds that support a greater understanding of the diplomatic, economic and security issues confronting our rapidly changing world," Colella said. "Having her on our faculty has been a true pleasure, and her impact has been immediate and widespread. The sharing of her experience and intellect results in Coast Guard officers being better prepared to meet the challenges of our service and our nation."

As the dean's comments indicate, a tour at

the CGA gives FSOs the chance to promote the Department, make a difference in students' lives and ensure the Coast Guard has high-quality officers.

On the rigging, going back down was an option. But learning more and succeeding at something different outweighed my fear of the unknown. We face this each time we look at the bid list and wonder which assignment will help us advance, make us happy or allow us to feel fulfilled. You'll find the calculated risk of a tour faculty position brings personal and interagency rewards.

To learn more about the academy faculty advisor positions or other out-of-Department assignments, check out "Foreign Service Assignment Opportunities Outside the Department of State 2012-13," posted on the Office of Career Development's Web site. ■

*The author is a professor and diplomatic faculty advisor in the Department of Humanities at the U.S. Coast Guard Academy.*



# Promoting Success

African forum highlights U.S. trade opportunities /// By Chukwudi Nwadibia

The 10th African Growth and Opportunity Act Forum, held in Lusaka, Zambia, in June, drew 1,000 attendees from government, private sector and civil society groups representing 37 African countries, plus more than a dozen high-level U.S. officials.

It was, according to Assistant Secretary for African Affairs Johnnie Carson, “the best forum yet.”

The forum is held annually to emphasize African-U.S. trade, and this year’s event featured U.S. commitments to extend past its 2015 expiration date the U.S. law that makes the forum possible. The 250 representatives of international and U.S. companies interested in growing the African market engaged in policy discussions and new U.S.-Africa business linkages.

## Market Access

Enacted in 2000, the AGOA aims to give eligible sub-Saharan African countries some of the most liberal U.S. market access available to any country or region to promote economic growth through trade and investment. The act requires that the United States and its African counterparts hold the forum, the only annual ministerial-level gathering between the United States and African countries. It has since become a key opportunity for U.S. engagement with African partners on trade, economic growth, investment and development issues.

To organize the forum, the State Department works closely with an interagency group led by the Office of U.S. Trade Representative and the departments of Commerce and Treasury.

The United States and eligible African nations alternate in hosting the forum, which requires extra effort by the U.S. post in the host country. In this case, the U.S. Embassy in Lusaka, Zambia, managed the influx of the U.S. government delegation and African participants, and accommodated the first visit by a Secretary of State to Lusaka since 1976. To plan for the event, the bureaus of African Affairs and Economic, Energy and Business Affairs began working jointly a year in advance.

More than 100 Department employees were involved in organizing the forum, from support staff in the multiple control rooms to activities coordinators who organized offsite meetings and visits. Public affairs officers staffed press centers and a press-briefing room and coordinated publicity for principals. Technical specialists oversaw the installation of high-tech capabilities and aided their Zambian counterparts with audio and visual telecommunications capabilities.

Other groups involved besides the Department included the Defense Attaché Office, Peace Corps, President’s Emergency Program for AIDS Relief and others. Several eligible family members were involved in logistics associated with the visits of Secretary of State Hillary Rodham Clinton, United States Trade Representative Ron Kirk, Assistant Secretary Carson, Assistant Secretary for Economic, Energy and Business Affairs Jose Fernandez and other senior U.S. officials.

## ‘First-Rate’

At the forum’s closing ceremony, June 10, Secretary Clinton thanked the Department staff involved and said, “The conference was absolutely first-rate.”

According to U.S. Ambassador to Zambia Mark Storella, the forum’s success was largely due to a “whole-of-government approach with an emphasis on inclusiveness and substance. Equal credit must go to the Zambian government, which adopted the same strategy, thus ensuring a genuine partnership between the United States and our friends in Zambia.”

Others praised the quality logistics and unprecedented access to ministerial sessions.

Planning for the 2012 forum, to be held in the United States, is already under way, and planners hope to gain healthy participation from civil society and private sector representatives. Foremost, though, they are looking to ensure that the benefits of AGOA are shared broadly by the people of sub-Saharan Africa. ■

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*The author was an intern in the Bureau of African Affairs.*

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**Above:** Secretary Hillary Rodham Clinton visits with the more than 200 women from Zambia and other sub-Saharan African countries participating in a three-day African Women’s Entrepreneurship Program training event held in conjunction with the AGOA Forum. **Right:** She gives the forum’s closing speech.





Paul Herman, the American Citizen Services chief at the U.S. Embassy in New Delhi, leads consular staff through a scenario during a May 2011 crisis management exercise.



# Complex Teamwork

CTI concept stresses adaptive flexibility /// *By Nancy VanHorn*

The challenges in harmonizing consular operations across a country that spans 1.2 million square miles and encompasses 1.2 billion people are nearly as complex as India itself. Then, there's the sheer volume of work: In 2010, the five consular posts adjudicated more than 677,000 nonimmigrant and 36,000 immigrant visas for applicants hailing from the Himalayas to Kerala's backwaters.

To leverage talent, avoid duplication and achieve consistent service standards without raising costs, consular managers in India created Consular Team India. The 2011 inspection conducted by the Department's Office of the Inspector General cited CTI as a model for other large missions with constituent posts.

According to the OIG inspection report, "Consular employees are constantly exchanging information...The unusually high number of innovative practices identified by the OIG team from consular operations in India is evidence of the creativity and innovation that has resulted from these interactions."

## Teamwork Strengthened

To knit the five consular posts into a true team, Minister-Counselor for Consular Affairs Jim Herman asked each post's consular chief to head a strategic area, including outreach, training, metrics, strategic statements and knowledge management.

"When it's done right, a matrix organization like CTI strengthens the team, drives

innovation and improves productivity," Herman said. "Even though it is complex, it's not chaotic."

He said he was inspired to reframe Mission India's consular operations after reading Daniel Siegel's "Mindsight," in which Siegel encourages managers to create organizational teams that are flexible, adaptive, coherent, energized and stable.

Under the CTI approach, one post is identified as the lead for a strategic area, giving visibility to the issue and ensuring that CTI operates more efficiently and coherently, Herman said. For instance, the consular section of the U.S. Embassy in New Delhi leads the mission's metrics portfolio, gathering and analyzing data to pinpoint

trends and opportunities that strengthen operations. Meanwhile, the U.S. Consulate General in Hyderabad led a five-post crisis management exercise in 2010, identifying areas for improvement among all CTI teams. As a result, posts can now respond to emergencies with a consistent and coordinated approach.

“CTI enables us to draw on a single pool of resources,” said Deputy Chief of Mission Donald Lu. “While there’s some loss of local autonomy, it naturally focuses everyone on best practices.”

## Metrics Payoff

Lu pointed to metrics-gathering as one example of CTI’s payoff, adding that consular officers use metric data in employee evaluations to illustrate accomplishments. “Managers have been able to identify bottlenecks, which has improved our customer service across the board,” he said.



**Left:** Consular staff from the Consulate General Mumbai stand near the seven interview windows that were closed for safety reasons. **Below left:** Visa assistants Nandini Shathish and Sivarama Prasad explain the B1/B2 application process to an audience in Medak, in Andhra Pradesh, as a part of Hyderabad’s new LES-led outreach program.



CTI depends on the creative use of new technologies, such as digital videoconferences and a SharePoint site, which provide platforms for frequent interaction. The student visa coordinator at the U.S. Consulate General in Hyderabad can pull down an outreach presentation from the U.S. Consulate General in Chennai. Embassy New Delhi’s metrics coordinator can use the technology to organize a conference call with counterparts to collaboratively revise indicators. CTI hosts digital videoconferences that rotate across the mission, giving officers a perspective on how each post implements CTI practices.

Nearly 340 employees are part of CTI, including entry-level officers, Locally Employed Staff and managers. With dozens of first-tour

officers involved, CTI also provides valuable developmental experiences for employees.

“CTI encourages communication and gives a small post the resources, both physical and in terms of experience, of a large embassy,” said Jessica Pfeleiderer, who is on her first tour at the U.S. Consulate General in Kolkata’s four-person consular section. “I get the hands-on feeling of a small post while benefiting from the expertise of other officers outside our consulate,” she said.

The restructuring of internal consular operations required redistributing power, which can unsettle managers and employees. Herman assured the Bureau of Consular Affairs, principal officers and section chiefs that he’d resist the temptation to micro-manage.



## Like Small Business

According to David Tyler, consular chief at the U.S. Consulate General in Mumbai, it took about two years for CTI to yield large-scale results. He likened the situation to starting a small business, because the initial investment of time and money is significant. That’s why, he said, “It’s important to go for the quick wins and have small but concrete goals.”

CTI’s success may even become a model for nonconsular operations. DCM Lu said aspects of CTI can be used to strengthen cooperation across all sections and cones in India.

CTI has encouraged consular staff to think beyond separate posts and work as a real team, a significant achievement in so large and diverse an operation. ■

*The author is a consular officer at the U.S. Consulate General in Mumbai.*



# Screen Time

Cinematographer unites Uzbek media and students /// *By Greta Gromovich*

American cinematographer John Hazard said he arrived in Uzbekistan unsure of what to expect in a country not known for press freedom.

He found young journalists from around the country eager to learn and develop their skills. From Tashkent to Bukhara, Hazard led interactive workshops and discussions on filmmaking and freedom of expression from April 27 to May 4.

The visit came after the U.S. Embassy in Tashkent had hosted a visit by American filmmakers and a documentary showcase in

March and then received a request from the National Association for Electronic Mass Media of Uzbekistan for a cameraman to help train journalists. The association specifically requested a cameraman who had worked with National Geographic.

## Media Freedom

The request coincided with the embassy's mission to promote media freedom and a free flow of ideas. Through embassy contacts, Public Affairs Officer Molly Stephenson found Hazard and gained Bureau of International

Information Programs' American Speakers' Program funding for his visit.

Hazard's tour started in Tashkent, where the public affairs section invited 30 young journalists from around the country to workshops on shooting high-quality documentaries, lighting, framing and audio. Hazard asked the journalists to shoot mini-films that would be viewed at his visit's end. He then met with students of the Uzbek Institute of Arts, held a master class at the Photography House and hosted sessions of the U.S. Embassy's Kino Klub and Chai Chat club.

John Hazard, kneeling far right, and an Uzbek cameraman shoot a documentary film about an Imam in Bukhara.





**Left:** John Hazard talks about his experiences as a cameraman to his counterparts at the embassy's Kino Klub. **Below:** Hazard explains shooting techniques to a young Uzbek cameraman.



While in Uzbekistan, he also visited the ancient Silk Road city of Bukhara, where his workshops demonstrated modern documentary filming in real-life settings. The public affairs section and the National Association for Electronic Mass Media of Uzbekistan arranged a meeting with Imam Hadji Abdulgafur Razzak Buhari, imam of the sacred Bahauddin Naqshbandi Complex and author of several books about Sufism and Islamic epigraphy.

That evening, the imam hosted Hazard and the PAS team for a traditional Uzbek dinner.

"Our film is sitting here with us," Hazard told the gathering. "We should tell the story of the imam."

## Imam Filmed

After an exchange of ideas, the PAS staff arranged a further meeting with the imam and Hazard the next day. Hazard gathered four journalists who had attended his workshops in Tashkent—two cameramen and two writer-editors—and they captured video footage of the imam in his home among his family and his family's treasures. Serving as the film's director, Hazard showed the camera team how to position themselves for the best shots, simplify the editing processes and retain fluidity, a hallmark of documentary-style camerawork.

When Hazard returned to Tashkent, the PAS team gathered the original workshop attendees and screened and critiqued the mini-films they had created.

"The past media week was very eventful," wrote attendee Zamira Artykova, a correspondent with Youth TV. "So many

In Bukhara, Hazard meets several staff members, including from left Embassy Cultural Assistant Muhayo Aliyeva, Public Affairs Officer Molly Stephenson and Press Assistant Said Chorieva.



young journalists learned about documentary filmmaking, particularly in creating stories about science, culture and history based on the experience of National Geographic."

Throughout the week, embassy representatives demonstrated their ability to work in an ever-changing environment while collaborating with the Ministry of Foreign Affairs and NAESMI. They added last-minute presentations and sessions based on the journalists' needs and, most important, made new inroads into the cultural community.

From filmmakers to students, young

journalists to professional photographers, Hazard's audiences all learned about their role in pursuing freedom of expression in Uzbekistan. "Embassy Tashkent was pleased to share the U.S. tradition of open, creative dialogue through an experienced filmmaker," said PAO Stephenson. "The embassy looks forward to welcoming our new friends from diverse institutions in Uzbekistan to continue in this discussion." ■

*The author is cultural affairs officer at the U.S. Embassy in Tashkent.*





# Info Alerts

Notification systems protect in emergencies /// *By John B. Schaible*

The Office of Emergency Management develops plans, policies and procedures to ensure the Department can respond to and recover from any natural or man-made domestic incident that may endanger its employees. OEM has collaborated with other Department offices to develop emergency notification systems that quickly alert employees to developing incidents at domestic facilities. These systems include the Alert Management System and the Centralized Emergency Notification System.

AMS is a desktop notification system that provides immediate alerts to all domestic OpenNet and ClassNet computer screens. Its messages can be directed to specific Department buildings, areas (such as Rosslyn, Va., or Virginia), regions (such as the National Capital Region) or all Department facilities nationwide.

Currently, AMS can deliver three types of messages:

- Green test messages that ensure the system is operational;
- Yellow alert messages that notify personnel of current incidents; a yellow alert warns of a possible threat to safety or security that may affect operations; and
- Red alert messages that advise of current emergencies; a red alert warns of an immediate or known threat to safety or security and may include instructions for immediate actions.

## Roaming-Ready

AMS is deployed to all OpenNet and ClassNet desktop computers and follows each employee's roaming profile. Each time an employee logs onto a different workstation, AMS asks the employee to update his or her current work location so the employee can always receive the alerts that affect his or her current workplace.

AMS delivers alerts by opening a "pop-up" window on the computer screen. Each alert stays on screen for 45 minutes, or until the employee clicks on the window's "X" to acknowledge it.

AMS was developed jointly by OEM and the Bureau of Administration's Information Technology Services Unit, which has also developed a new version of AMS soon to be deployed. The new version will provide full-screen alerts that are printable and can be customized for any incident type.

CENS is the Department's mass-notifications system; it keeps all domestic personnel informed of emergency and operational activities using voice and e-mail. A powerful and flexible tool, CENS lets domestic bureaus quickly distribute information and instructions in support of the Department's mission to large numbers of personnel. In recent tests, CENS has been able to make approximately 10,000 telephone calls an hour.

The success of CENS depends on accurate contact information. All domestic government employees and contractors should update their emergency contact forms regularly; they receive scheduled reminders to do so every 60 days when logging into OpenNet. Employees can also update their contact information at <https://cens.a.state.gov/> anytime, such as when they change a phone number or work location. When the information is updated, employees receive a confirmation e-mail reminding them of their CENS user ID and providing instructions on receiving and replying to CENS messages.

While CENS is unclassified, an employee's bureau may send sensitive messages, in which case the employee may be asked to enter his or her user ID. It is imperative that employees retain their user ID, and OEM is developing several means to assist in this, such as a CENS wallet card and magnet. Employees and contractors can choose which of their phone numbers they'd like to use as their user ID when they update their emergency contact information at <https://cens.a.state.gov>.



**Left and top:** Alert Management System alert messages warn Department employees of possible (yellow) or immediate (red) threats to their safety or security. **Above:** CENS Program Manager John Schaible of the Office of Emergency Management conducts a training class for bureau CENS administrators in OEM's Emergency Management Center.

## Sending CENS Messages

Bureaus can send CENS messages to an employee's OpenNet and personal e-mail accounts and to the phone numbers on the employee's emergency contact form. When employees are contacted, they may receive an e-mail, a phone call or both from CENS. When receiving an e-mail from [cens@state.gov](mailto:cens@state.gov), employees should read the entire message and respond by clicking on "reply," then typing the word "yes" and clicking "send." Failure to respond to a CENS e-mail may cause an employee to receive calls on the phone numbers he or she lists at <https://cens.a.state.gov>.

OEM provides periodic CENS security user training to all bureaus in Washington, D.C., and in many domestic facilities nationwide. There

are 135 trained CENS security users in the United States. Trainees learn to create CENS messages during an incident, activate a message by computer or telephone and build tailored contact groups by mission, office, location and other factors.

CENS is managed jointly by OEM, A/EX/ITS, and IRM's Telecom, Wireless and Data Services unit. For more information about AMS, CENS or CENS security user training, contact John Schaible at (202) 776-8599. ■

*The author is an emergency management specialist in the Office of Emergency Management.*



# Spring, Summer Series Highlight ‘Key’ Talents

Pianists take spotlight in cultural series /// By John Bentel

The Foreign Affairs Recreation Association and State of the Arts Cultural Series ended the Spring Series and began the Summer Series with performances by talented pianists and a youth ensemble and the yearly piano recital.

In April, pianist Matthew Odell gave a nuanced rendering of Robert Schumann's Fantasia, Op. 17. He has won acclaim as a solo recitalist, soloist with orchestra and chamber musician on both national and international stages. He teaches at The Julliard School and Bard College.

Nancy Zepherin led off the yearly recital of State Department and Montgomery College piano students under the tutelage of Caryl Traten Fisher with a sensitive performance of Bedrich Smetana's "La Moldau". Anthony Marcuso offered delightful renderings of "Rondino" by Jean-Philippe Rameau and "Gypsy Earrings" by Bret Adams. Johann Bach's "Minuet in G" and Robert Donahue's "Vesper Song" served as ideal selections for the talent of Hal Scheinberg. Roberta Lasken, showing enormous growth since her first year of piano in 2008, played "Hevenu Shalom Aleichem (traditional)", "Waltzing the Blue" by Catherin Rollin and George Gershwin's "Rhapsody in

Blue". Dana Floyd offered Peter Tchaikovsky's "March from The Nutcracker Suite" and "Hallelujah (traditional)". Kimiyo Rice played Frederic Chopin's Waltz and the Russian folk song "Dark Eyes". Ricky Jackson gave delightful renderings of Erik Satie's "Gnossiennes #1,2,3,4" and Eden Ahbez's popular "Nature Boy". Diana Walker delighted the audience with "Preludio" by Heitor Villa-Lobos and Sergei Rachmaninoff's "Elegie".

In June, Nabeel Abboud Ashkar directed Nazareth's Polyphony Youth Ensemble. Polyphony was founded in March by prominent individuals who believe that education in music, humanities and the arts helps create tolerant, just societies and stimulates dialogue between conflicting communities. Young and talented performers played selections by Wolfgang Mozart, Johann Bach and Antonio Vivaldi.

Korea native MiHyun Kim, winner of the International Young Artists Piano Competition, gave a sensitive performance in July of selections by Johannes Brahms and Johann Bach that revealed enormous talent. ■

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*The author is director of information resources management in the Executive Secretariat.*

## Upcoming Events

**September 7**

Roberto Tyson and Arch Thompson,  
Brazilian music

**September 21**

Annual Talent Show

**October 5**

Dr. Serhii Morozov, virtuoso pianist

**October 19**

American Youth Harp Ensemble

*Performances are on Wednesdays  
at 12:30 p.m. in the Dean Acheson  
Auditorium unless otherwise noted.*



PHOTOGRAPHS: FOTOLIA



# Rain and Runoff

**Don't contribute to stormwater pollution** /// *By Michael C. Quinlan*

A spring rain brings a clean, fresh smell. Afterward, however, a wide array of pollutants flows into lakes, streams, rivers, estuaries and oceans. The Environmental Protection Agency reports that these stormwater discharges have emerged as one of the leading causes of impairment of the nation's surface waters.

Stormwater runoff contributes the primary pollutants, nitrogen and phosphorous, that negatively affect many estuaries, including the Chesapeake Bay near Washington, D.C. The pollutants in stormwater can include bacteria, sediment, heavy metals, hydrocarbons and other organic material, litter and other wastes.

Where do these pollutants come from? Runoff is generated when rain flows over surfaces such as streets and roadways, sidewalks and driveways, parking lots and rooftops. Most runoff enters storm sewers and then flows untreated into the receiving water. Debris such as animal wastes, litter, recyclables, fertilizer and lawn chemicals, leaves and grass clippings, and oil and grease can be carried along with the water into the stormwater system.

When these pollutants enter a body of

water, they increase bacteria levels, turbidity and toxic sediments; decrease dissolved oxygen levels; and alter the aquatic habitat. These changes are detrimental to fish and other aquatic life, and can make water unfit for drinking, swimming and fishing.

The solution is changing individual behaviors. The United States and other countries have initiated efforts to educate the public. Here are some suggestions:

- Use fertilizers sparingly and avoid getting fertilizer and lawn chemicals on sidewalks and driveways.
- Do not dump materials into storm drains.
- Use pesticides sparingly, follow the label's directions and dispose of the container properly.
- Use a car wash. If you wash your car at home, do it over the lawn, not in the driveway.
- Check your car and other vehicles for leaks of oil and other fluids.
- Pick up pet waste and either flush it into the sanitary sewer or dispose of it in a waste can.
- Sweep up leaves and grass clippings rather

than using a hose or leaf blower, and compost or recycle them.

- Clean paint brushes in a sink, not outdoors.
- Don't dump paint or paint thinners down a storm drain.
- Keep your septic system well maintained and have it pumped every three to five years.
- Direct downspouts onto the lawn, away from the house and paved surfaces
- Consider creating a rain garden or collecting stormwater in a rain barrel for future use.

Implementing as many of these suggestions as possible at your post or residence will benefit the environment. For more information on preventing stormwater pollution, go to [www.epa.gov/npdes/stormwater](http://www.epa.gov/npdes/stormwater), or contact the Office of Safety, Health and Environmental Management in the Bureau of Overseas Buildings Operations. ■

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*Certified Industrial Hygienist Michael C. Quinlan works in the Office of Safety, Health and Environmental Management.*

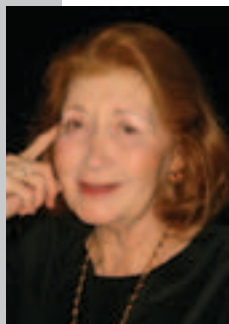




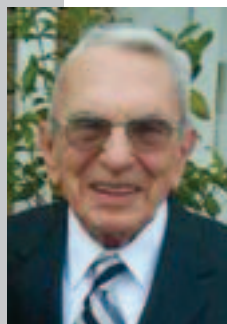
**Alexander Almasov**, 62, a former U.S. Information Agency public affairs officer who retired from the State Department in 2006 as consul general in Osaka, Japan, died of respiratory failure May 13 at Virginia Hospital Center in Arlington, Va. Almasov joined the USIA in 1978, and his assignments included Tokyo, Krakow, Poland, Buenos Aires and Moscow. He was born in Buenos Aires to Soviet émigrés and was a Fulbright scholar to Madrid in 1976. He was fluent in Russian, Japanese and Spanish, and inspired his American and foreign national staff members.



**Guy E. Coriden**, 89, died of a stroke in Chevy Chase, Md., April 25. He joined the Department in 1962 and served as director of the Office of European Exchange Programs and director of the Office of International Arts Affairs. He worked on the 1975 Helsinki Accords and from 1976 to 1979 was deputy staff director of the Joint Congressional Commission on Security and Cooperation in Europe. He retired as associate director of the Office of Management Operation in 1984. In retirement, he was involved in volunteer activities including Big Brothers and the board of directors of the Washington, D.C., League of Women Voters. He was also active in his Washington, D.C., church and an avid golfer.



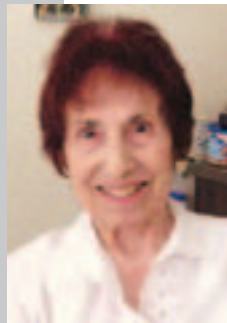
**Maureen L. Bacon**, 76, died Feb. 13. She joined the Department in 1954 at the U.S. Consulate in Salisbury, Rhodesia, and joined the Foreign Service in 1969. She served at several posts, including Bonn and Paris, and spoke several languages. She married FSO John G. Bacon in 1974 and subsequently traveled to Jakarta, Accra, Tel Aviv and Bridgetown, among other cities. She had an insatiable curiosity and enjoyed conversation and bridge.



**Hermel Paul-Emile Daigle** of Tallahassee, Fla., 90, died April 13 after a brief illness. Born in Fort Kent, Me., the seventh of 13 children, Daigle served in the U.S. Air Corps and U.S. Air Force. After retiring from the Air Force as a Senior Master Sergeant in 1963, he joined the Foreign Service, serving in Monrovia, Rabat and Belgrade as a personnel officer. He retired from the Department in 1970 after 29 years of federal service and moved to Ft. Myers, Fla. He collected stamps and friends and was a great sports fan.



**Phillip Battaglia** died April 20 in Melbourne, Fla., after suffering from diabetes and a heart condition. He was drafted into the Army in 1956 and served in Korea. Upon his discharge, he joined the Department and was posted to Colombia, Cuba, Korea, Thailand, France, Spain, Italy, Jamaica, Israel, Saudi Arabia and elsewhere. He wrote, performed in and directed plays while in the Foreign Service, and studied art while in Washington, D.C., exhibiting at several overseas locations. After retirement in 1987, he continued to exhibit, mainly in Chicago and Florida.



**Lucy Fabricatore**, 87, died of heart failure April 8 in San Francisco. She served in the Foreign Service from 1955 until her retirement in 1976. Her postings included Rome, Naples, Paris, Mexico City, Rio de Janeiro, Manila, Tehran and Washington, D.C. After retirement, she volunteered with women's shelters and food pantries in San Francisco.



**John R. Ferchak**, 86, retired Foreign Service officer, died May 5 of complications from heart and kidney disease in Bethesda, Md. He served in the Army during World War II and joined the Department in 1951 after graduating from Georgetown University. His postings included Japan and the Netherlands. In 1964 he received the Department's Award for Heroism for subduing and disarming the man who attacked U.S. Ambassador Edwin O. Reischauer. After retiring, he worked as a senior officer in the Foreign Service Outplacement Program. He enjoyed watching his grandchildren grow, gardening and exploring life.



**Anneliese Elisabeth Mangelsen**, 76, wife of retired diplomatic courier Albert D. Mangelsen, died Feb. 15 at her home in Woodbridge, Va., of complications related to hepatitis. A native of Frankfurt, Germany, she accompanied her husband to postings in Bangkok; Washington, D.C.; and Frankfurt, where she served as a courier escort for the regional courier office. She had a flair for fashion and sometimes modeled new lines of clothing for a Washington, D.C., department store where she worked in the late 1960s. She loved animals and daily walks with her dog.



**Ruth M. Haungs** died May 28 in Palm Bay, Fla., after battling Alzheimer's disease. Haungs served in the Marine Corps for 20 years, beginning during World War II, and then joined the Foreign Service, serving in Africa and Vietnam. She retired from the Department in 1974 and was a volunteer caregiver to Alzheimer's patients and helped senior citizens with filing income taxes. She enjoyed bridge and golf.



**Susan Ann Sutton Robinson**, 66, died June 16 in Boston, Mass. From 1966 to 1967, Robinson served in the Peace Corps in Uganda. In 1974, her husband, Max Robinson, joined the Foreign Service, and they moved to Dakar, Senegal, and London. In 1985, she joined the United States Information Agency as a Foreign Service officer and subsequently served in Moscow, Belarus and Haiti, where she worked to expand educational and cultural opportunities. In Washington, D.C., she served in the Foreign Press Center and several regional bureaus. An admirer of the arts and an avid painter, Robinson used visual and performing arts to promote understanding of the United States. After retirement from the Department in 2002, she operated a painting studio and participated in art and cultural exhibitions.



**Lewis R. Macfarlane**, 72, a retired Foreign Service officer and husband of former FSO Ann Griffin Macfarlane, died April 24 of acute leukemia in Seattle, Wash. He joined the Department in 1961 and was posted to Nepal, Tanzania, Vietnam, Zaire, the Bureau of African Affairs, the Board of Examiners and the Bureau of Intelligence and Research. He received the Award for Heroism and the Superior Honor Award. His efforts helped secure the release of four student hostages taken from Jane Goodall's research center at Gombe in 1975. Outside of work, he was an astronomer and pianist.

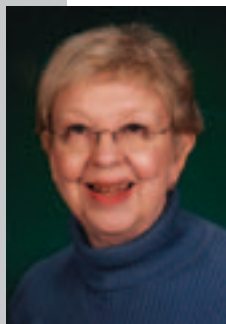


**Bruce David Rogers**, 54, deputy chief of mission at the U.S. Embassy in Riga, died in Riga, Latvia, June 28. Rogers joined the Department in 1985 and served two tours in Latvia. He also served in Mexico, Saudi Arabia, Kuwait, the United Kingdom, Belgium and Afghanistan, where he was director for Provincial Reconstruction and Local Governance in Kabul. He was deputy political advisor at the U.S. Mission to NATO and in 1991 was part of the team that reopened the U.S. Embassy in Kuwait at the end of the first Gulf War. He worked as an instructor in the Office of Counter-Terrorism. There, he led two assessment teams to East Africa in the wake of the bombing of the U.S. Embassies in Kenya and Tanzania. He was interested in military history, played war games and painted war figures.





**Dr. Leo Louis Ruelas**, 84, died June 18 in Placerville, Calif. He served in the Foreign Service from 1962 to 1969 and from 1979 to 1988, the year he retired. His postings included Vietnam, Ecuador, the Dominican Republic, Honduras and El Salvador, where he served as deputy mission director. After retiring, he worked for California Community College's Chancellor's Office and as a consultant to Police Officers Standards and Training and was a member of the Cold Springs Golf and Country Club.



**Ann Williams** died July 10 in Eugene, Ore., of acute leukemia. She served in the Foreign Service from 1965 to 1994. Her postings included Panama, Rome, Manila, Vienna, Mexico City, Caracas, Santo Domingo and Washington, D.C.



**Rush W. Taylor**, a career foreign service officer, died March 7 of cancer in Arlington, Va. He served in the U.S. Army before joining the Foreign Service in 1962. His postings included Yaoundé, Libreville, Rome, Florence, Oporto, Nassau, Bissau and finally as ambassador to Togo, with which he helped establish a free trade zone. He also served on the Italy desk, as special assistant to Secretary of State William Rogers, as a senior management analyst in the Office of the Inspector General and deputy U.S. coordinator, International Communications and Information Policy, among other roles.



**Laura Reyes Wilson**, 83, wife of retired Foreign Service officer Jackson W. Wilson, died of breast cancer at her home in Mclean, Va., June 24. From 1950 to 1968, she accompanied her husband on postings to Guadalajara, Maracaibo, Toronto, Santo Domingo and Washington, D.C. She retired with her husband to Guadalajara, Mexico, and promoted charitable projects to assist poor women, children and the disabled. She had a passion for art and was a frequent visitor to Washington's many museums. Her hobbies included painting, sewing, knitting, writing and her native Mexican cuisine.

## In the Event of a Death...

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary to *State Magazine*, please contact Bill Palmer at [palmerwr2@state.gov](mailto:palmerwr2@state.gov) or (202) 203-7114.

# Retirements

## Foreign Service

Begley, William K.	Peterson, Brian Jon
Boneski, Raymond A.	Richards, Dirk G.
Carter, Keith D.	Seeds, Kristin M.
Damour, William L.	Smith, John A.
Dunn, Cecil D.	Squire, Marguerite H.
Flynn, Ann C.	Strudwick, A. James
Greenfield, Alan Eric	Ward, Gordon E.
Harpole, J. Marinda	Weakley, Carol S.
Hill, Daniel J.	Wooden, Dean B.
Le, Minh-Yen T.	Woolf, Donna L.

## Civil Service

Bentz, Carol A.	McCaffrey, James L.
Crawford, William H.	Mitchell, Evelyn Marie
Fennell, George	Ofcansky, Thomas P.
Ferguson, Deborah F.	Quinones Cruz, Nelson M.
Gaston, Sandra Jo	Treat, Douglas A.
Hess, Cheryl S.	Walter, Frank
Johnson, Linda A.	Wiley, Robert F.
Kielpinski, Jan Charles	Wolkofsky, Lewis H.

## Send Us Your Videos!

Are you submitting a feature story, Post of the Month or In The News article for an upcoming issue? We now accept your videos for posting on our Web site and in our Apps. E-mail [statemagazine@state.gov](mailto:statemagazine@state.gov) to learn more!

## Coming In Our October Issue:



### U.S. Embassy in Seoul Brings Consular Services To U.S. Base

### FSI Training Prepares Posts for Crises

### DS Protects in Northern Afghanistan

...and much more!





## My Final Last Word

After six years as a member of the State Department family, I am retiring as Editor-in-Chief of the most exciting magazine I've had the honor of editing. I've been writing this final column for more than six years. To be precise, you have been writing it for me with your stories of grace and courage under fire, pride and professionalism in your work, honor and duty to your country. From domestic offices and from posts around the world, you have filled these pages with your exploits in fulfilling America's diplomatic mission while protecting its interests and citizens abroad.

You have helped make this magazine the most amazing true adventure magazine in the world. When you retire and your grandchildren ask what you did for a living, you won't have to say, "I spent 40 years working in an office for ABC Corporation and got this gold watch when I retired." Instead, you can tell your grandkids some variation of what your colleagues have been telling the world over the past six years.

Some can tell Johnny and Susan about their tour with the Civilian Observer Unit of the Multinational Force and Observers, during which they helped monitor the 1979 peace treaty between Egypt and Israel.

Other colleagues might speak about their time in the Office of War Crimes Issues, where they helped keep the spotlight on the dark deeds of war criminals who committed unspeakable crimes against humanity, such as World War II's Holocaust and ethnic cleansing in Rwanda and the former Yugoslavia. They helped keep alive the world's horrified reaction to the Nazi concentration camps—"Never again."

Still others may focus on the many times they raised their hands when the Department—and the world—called upon them to help during natural disasters. One may have set up a Forward Operating Base to support U.S. humanitarian relief efforts in Pakistan following the huge 2005 earthquake; another could have helped restore electricity and water to Peru's ravished coastline following the 8.0 magnitude quake in 2007; and yet another might have joined one of multiple task forces the Department set up to help Haiti bring some order to the chaos caused by the deadly quake of 2010. Wherever our colleagues went, they made a difference and probably saved hundreds of lives.

Some colleagues joined Provincial Reconstruction Teams in hot spots like Iraq and Afghanistan, where at great risk they did their job day after day, whether it be promoting modern agricultural developments in Iraq's Muthanna Province or helping courageous Iraqi women set up a working newspaper in Basrah.

A few colleagues traveled a path to a physically safer world. One such path led to Ukraine, where a Department political officer witnessed the destruction of the last of a thousand man-portable air defense systems that were once part of the former USSR arsenal. An economic officer at the U.S. Embassy in Yerevan took an active role in converting a dangerous toxic mix of rocket fuel chemicals into a valuable fertilizer additive. A DCM at Embassy Khartoum participated in a ceremony in South Darfur that took some 200 automatic weapons out of that troubled region.

These few anecdotes barely touch the surface of all you have accomplished these last six years. I shall miss being an active part of your future accomplishments, and thank you for the privilege of playing a small role in your grand adventure.

And as has been my custom, a last but never least final salute to our colleagues en route to their final posting: *Alexander Almasov; Maureen L. Bacon; Phillip Battaglia; Guy E. Coriden; Hermel Paul-Emile Daigle; Lucy Fabricatore; John R. Ferchak; Ruth M. Haungs; Lewis R. Macfarlane; Anneliese Elisabeth Mangelsen; Susan Ann Sutton Robinson; Bruce David Rogers; Dr. Leo Louis Ruelas; Rush W. Taylor; Ann Williams; and Laura Reyes Wilson.* ■

Rob Wiley  
Editor-in-Chief

# A FEW STATE DEPARTMENT FOLK REMEDIES

## TO GET PROMOTED:

SEND TEN CABLES TO WASHINGTON, EACH INCLUDING THE WORDS "DIMPLE," "HUMDINGER" AND "MAGMA" AND YOUR WISH WILL COME TRUE!



\* FOR ADDED EFFECTIVENESS, ADD THREE COINS FROM YOUR LEAST FAVORITE POST.



## TO GET A GOOD POSTING:

MIX A DOLLOP OF THOUSAND ISLAND DRESSING FROM THE MAIN STATE SALAD BAR WITH ONE CUP OF SHREDDED DOCUMENTS (CONFIDENTIAL OR HIGHER) AND PLACE IN THE BACK CORNER OF A SECURE REFRIGERATOR\* UNTIL YOUR TRAVEL ORDERS ARE RECEIVED!



## TO PASS A LANGUAGE EXAM:

SLEEP WITH A COPY OF YOUR FAVORITE VOLUME FROM THE "TWILIGHT" SAGA TRANSLATED INTO THE RELEVANT LANGUAGE UNDER YOUR HEAD WHILE WEARING A TRUSS WITH YOUR DESIRED SCORE WRITTEN ON IT AND YOU WILL BE MAGICALLY FLUENT!



AUGUST 2011

## TO STOP HICCUPS DURING A BILATERAL TRADE NEGOTIATION:

ADMINISTER THE HICCUPER A MILD SHOCK FROM AN IMMATURE ELECTRIC EEL. IF AN EEL IS NOT AVAILABLE, WATER MAY HELP.





U.S. Department of State  
Bureau of Human Resources  
Washington, DC 20520

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# Special Months

Next month is National Disability Employment Awareness Month, honoring the contributions of workers with disabilities and informing the public of this talent pool. October is also National Work/Life month, promoting the need for and benefits of work/life balance. In October, the Department will host a series of announcements, events and meetings on both initiatives. Look for more information in coming Department Notices and ALDACS.



DISABILITY &  
REASONABLE  
ACCOMMODATIONS



WORK/LIFE